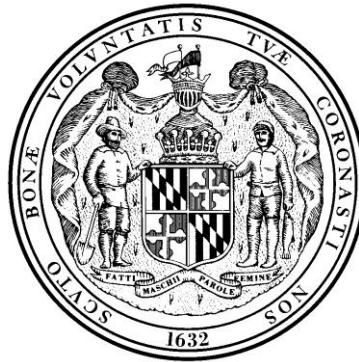


# **Business Resource Guide**

## **For Businesses Seeking Contracts with Maryland's Federal Facilities**

**2008**



Maryland Department of Business and Economic Development  
Office of Military and Federal Affairs

## Acknowledgements

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## GOVERNMENT ACRONYMS

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APG – Aberdeen Proving Ground  
ATTI - Aberdeen Technology Transfer Initiative  
ARL – Army Research Laboratory  
ARS – Agriculture Research Service, USDA  
BAA – Broad Agency Announcements  
BARC - Beltsville Agricultural Research Center  
BDO – Business Development Office  
CAGE – Commercial and Government Entity  
CCR – Central Contractor Registration  
CFR – Code of Federal Regulations  
CLINS – Contract Line Items  
COC – Certificate of Competency  
CRADA – Collaborative Research and Development Agreement  
CSM – College of Southern Maryland  
DA – Department of the Army  
DBED – Maryland Department Business and Economic Development  
DFARS – Defense Federal Acquisition Regulations  
DHS – Department of Homeland Security  
DLA – Defense Logistics Agency  
DOC – Department of Commerce  
DOD – Department of Defense  
DOE – Department of Energy  
DUNS – Data Universal Number System  
FAR – Federal Acquisition Regulation  
FDA – Food and Drug Administration  
FBO – FedBizOpps  
FFRDC – Federally-funded R&D Center  
FDTTI – Fort Detrick Technology Transfer Initiative  
FPDC – Federal Procurement Data Center  
FR – Federal Register  
FSC – Federal Supply Code  
FSS – Federal Supply Schedule  
GC – Government Contracting  
GCE – Global Computer Enterprises  
GFE – Government Furnished Equipment  
GFP – Government Furnished Property  
GOMA – Governor’s Office of Minority Affairs  
GPE – Government Point of Entry  
GSA – General Services Administration  
GSFC – Goddard Space Flight Center  
GWAC – Government-wide Acquisition Contracts  
HHS – Department of Health and Human Services  
HUB Zone – Historically Underutilized Business Zone  
IAE – Integrated Acquisition Environment  
IFB – Invitation for Bid  
MBIA – Maryland Business Incubation Association  
MSBDC – Maryland Small Business Development Center Network

MTA – Material Transfer Agreement  
 MTPI – Maryland Technology Partnership for Innovation  
 MTTF – Maryland Technology Transfer Fund  
 NAICS – North American Industry Classification System (replaces SIC code)  
 NAWCAD – Naval Air Warfare Center – Aircraft Division  
 NBIA – National Business Incubation Association  
 NCI – National Cancer Institute  
 NIH – National Institutes of Health  
 NIST – National Institute of Standards and Technology  
 NTCI – Naval Air Systems Command (NAVAIR) Technology Commercialization Initiative  
 NTIS – National Technical Information Service  
 OED – Office of Economic Development  
 ORCA – Online Representations and Certifications Application  
 OSBU – Office of Small Business Utilization  
 OSDBU – Office of Small and Disadvantaged Business Utilization  
 PLA – Patent License Agreement  
 POC – Point of Contact  
 PPE – Past Performance Evaluation  
 PSC – Product Service Code  
 PTAC – Procurement Technical Assistance Center  
 PTAP – Procurement Technical Assistance Program  
 R & D – Research and Development  
 RBI - Rural Business Incubation Initiative  
 RFI – Request for Information  
 RFQ – Request for Quotation  
 RFP – Request for Proposal  
 SBA – Small Business Administration  
 SBDC – Small Business Development Center  
 SBIR – Small Business Innovation Research Program  
 SDB – Small Disadvantaged Business  
 SDVOSB – Service Disabled Veteran-Owned Small Business  
 SIC – Standard Industrial Classification (replaced by NAICS codes)  
 SLINs – Subline Items Numbers  
 SOW – Scope of Work  
 STTR – Small Business Technology Transfer Program  
 TEDCO – Maryland Technology Development Corporation  
 TSA – Test Service Agreement  
 UCF – Uniform Contract Format  
 UMES – University of Maryland Eastern Shore  
 USAMRMC – United States Army Medical Research and Materiel Command  
 USDA – United States Department of Agriculture  
 USNA – United States Naval Academy  
 UTDF – University Technology Development Fund  
 VETS – Veterans Technology Services  
 VHA – Veteran’s Health Administration  
 VOSB – Veteran-Owned Small Business  
 WCLF – Working Capital Loan Fund  
 WOSB – Woman-Owned Small Business



## I. INTRODUCTION

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Maryland's technology-based economy – coupled with the preponderance of federal research and development facilities in the state – offers a range of opportunities for businesses. The biggest challenge for a small business is that small companies do not often have the human or financial resources to aggressively pursue such opportunities.

Therefore the Maryland Department of Business and Economic Development (DBED) has prepared this guide to provide assistance, information and encouragement on accessing these unique opportunities and overcoming what may seem to be a bureaucratic and regulatory complex of barriers. The small business will find here a guide on:

- How to define and present your capabilities
- How to find the right contact at an installation, laboratory or agency
- How to determine a “fit” with an agency's needs
- How to decide what **not** to bid on
- How to find an appropriate opportunity
- How to prepare a proposal
- How to price a response
- How to use Maryland's resources to your advantage
- How and where to get help
- How to use the Internet to get help.

The valuable tools within also include a list of governmental acronyms, an annotated list of useful websites, and examples of companies and strategies that have been successful in similar new business adventures.

*Note: The contact information provided reflects information as of August 2008.*

The main body of the text is meant to be a succinct, user-friendly format, relegating more detailed and extensive documentation to an appendix listing appropriate websites in the back of this guide. By arranging the material in this way, firms with differing experience and levels of knowledge can concentrate on what they may not be familiar with or what seems to be most applicable to their own situation.

Following this introduction is an example of how a small business was able to use the tools and resources provided by the State of Maryland to win a significant contract with a Maryland-located federal laboratory, which eventually led to a multi-million dollar annual contract.

This manual is intended to be *Your Own Personal Consultant!*

#### ***AN EXAMPLE OF ENTREPRENEURSHIP: THE ABE ABRAHAM STORY***

Abe Abraham is the owner & CEO of CMI Management, Inc. Mr. Abraham's firm has revenues of more than \$50 million annually. In 1978, Abraham sought political asylum from Ethiopia because of unrest there. He had been in the United States for several years as an exchange student and came back to get a B.A. degree in political science and business. Both he and his wife also earned M.B.A. degrees. In 1979, he took a job with the Building Owners and Managers Association. Ten years and two children later, Abraham started CMI. Abraham had decided that he would work nights while his wife worked days at the World Bank so that their children always had a parent around. He performed office and home cleaning duties (often by himself), and bartered this service to obtain consulting help in pursuing business opportunities. As he picked up office cleaning assignments, Abraham's staff grew to about 40 people.

In the early 1990s, Abraham decided to apply for certification under the Small Business Administration's 8(a) program for minority business. Knowing that certification was a long and tedious process, he again bartered for help – sometimes cleaning private homes himself in exchange for assistance. In 1993, Abraham was admitted to the 8(a) program for a nine-year term. Abraham entered the program about the time that SBA transitioned from being a marketing proponent to having a more passive regulatory focus, which meant that new business was in no way automatic or even eventual – it had to be identified, tracked and brought to fruition by sheer perseverance. At one point, Abraham found 20 business announcements in the Commerce Business Daily; he bid on all of them and won 12. These jobs involved small office cleaning all over the country from Yakima, Wash., to Duluth, Minn., to Wallops Island, Va. Abraham managed them all by phone, utilizing embedded staff, ads in local newspapers and all the rest. He had one contract with USGS, which he had tracked for two years (\$150,000). He kept his commercial accounts and continually bid on 8(a) opportunities, winning bigger and bigger contracts.... and of course, losing out on an equal number.

Abraham determined that he would pursue opportunities in facilities management or administrative support SIC codes, since most awards were made in those areas. Although they were highly competitive, he now knew what a winning bid and proposal looked like. In his last month in the 8(a) program, he won a major contract with the Army Research Laboratory in Adelphi, Md., to maintain their HV/AC plant. He had also pursued negotiated pricing and got on the GSA schedule for similar business. Abraham had learned that partnering as a subcontractor with a bigger and more experienced firm could be very rewarding in that it positioned him to be able to bid on bigger contracts. It was just such an arrangement that enabled him to bid on and win a major records management contract with the Department of Homeland Security. This opportunity was a \$400 million contract over five years. Abraham had to beat back three separate protests of the award, but finally prevailed.

Abraham succeeded without having to mortgage his business, home or future and without having to hire expensive consultants. CMI now has a staff of 600, and 500 subcontracted staff...with six people devoted to bids and proposals. And those children he was so careful about being there for? – one is at Yale and the other runs a small mail business of her own, following her father's example. Abraham is a long way from cleaning private homes in exchange for proposal help. His story has been written up in many business publications, and is well known in the small business world. It is a story of careful shepherding of resources, avoiding undue risk, dogged pursuit, faith, and just plain old hard work. No one did him any favors; he had no "inside tracks;" and he made no promises he couldn't keep. Abraham took full advantage of what was available to him – that is the lesson.

## II. HOW TO DEFINE AND PRESENT YOUR CAPABILITIES

---

### A. IDENTIFY YOUR BUSINESS

Defining your business is important for accurate representation of your firm when submitting contract proposals. Your company must qualify as a small business and meet the size standards as defined below in order to take advantage of the various programs available to small business firms interested in doing business with the federal government.

#### 1. *What is a Small Business?*

A small business is one that qualifies for at least one of the following subsets:

- Small business concern
- Small disadvantaged business concerns (SDB)
- Historically underutilized business zone (HUB Zone)
- 8(a) Program small disadvantaged business concerns (8(a))
- Service disabled veteran-owned small business concerns (SDVOSB)
- Veteran-owned small business concerns (VOSB)
- Woman-owned small business concerns (WOSB).

#### 2. *What is a Small Business Concern?*

A small business concern is a business entity that:

- Is organized for profit
- Has a place of business in the United States
- Makes a significant contribution to the U.S economy by paying taxes or using American products, materials or labor, and
- Does not exceed the numerical size standard for its industry.

#### *Additional Information*

Please refer to Section XII: Appendix A.

Size standards are usually stated in number of employees or average annual receipts (see exhibit next page), and represent the largest size that a business (including its subsidiaries and affiliates) may be to remain classified as a small business for federal contracting programs. A small business must meet the size standard stated in the solicitation. The contracting officer designates the size standard of the procurement by selecting the industry that best describes the principal purpose of the procurement.

If the size of a business exceeds the size standard for its overall industry group, it may still be a small business for the specific North American Industry Classification System (NAICS) industry in that group. Some industries have higher size standards than the general one for the industry group. A table of size standards by NAICS industry is available at <http://www.sba.gov/size>.

## SBA Small Business Size Standards

Industry Group	Size Standard
Manufacturing	500 to 1500 employees
Wholesale Trade	100 employees
Agriculture	\$750,000 to \$16 million
Retail Trade	\$6 to \$26.5 million
General & Heavy Construction (Except Dredging)	\$6.5 to \$32 million
Dredging	\$17.0 million
Special Trade Contractors	\$12.0 million
Travel Agencies	\$3 million*
Business and Personal Services	\$6.0 million
Architectural, Engineering, Surveying, and Mapping Services	\$4.0 million
Dry-cleaning and Carpet Cleaning Services	\$4.0 million
* Commissions and other income.	

If you do not know the NAICS code, the SBA's Size Standards web page contains a key word search routine to assist you or you may search for NAICS industries on the U.S. Census Bureau website at <http://www.census.gov/naics> or on the SBA website at <http://www.sba/services/contracting>.

The regulations specifying size standards and governing their use are set forth in Title 13, Code of Federal Regulations, part 121 (13 CFR part 121), Small Business Size Regulations. To access an electronic version of 13 CFR part 121, please visit <http://www.gpoaccess.gov/cfr/index.html>. SBA's size regulations pertaining to federal procurement are also found in the Federal Acquisition Regulation, 48 CFR part 19.

### ***Additional Information***

Read the Guide to SBA's Size Standards, available at <http://www.sba.gov/size>, or contact:

Office of Size Standards  
U.S. Small Business Administration  
409 3rd St., SW, Washington, DC 20416  
(202) 205-6618; fax: (202) 205-6390  
[sizestandards@sba.gov](mailto:sizestandards@sba.gov)

## **B. IDENTIFY YOUR PRODUCT OR SERVICE**

After you have met the guidelines for qualifying as a small business, you must also identify your product or service. It is essential to know the Federal Supply Code (FSC) or the Product Service Code (PSC) and NAICS codes for your products or services.

### ***1. The Federal Supply Code (FSC)***

The FSC is a four-digit code used by government buying offices to classify and identify the products and supplies that the government uses and buys. It is important to understand which FSCs apply to your products so that you can find opportunities and register to do business with the government. Government buying offices have responsibility for specific products; you'll

also use FSCs to identify potential buying offices. You can also do marketing research based on the FSC by reviewing forecasts issued by the buying offices.

For more information about FSC codes, visit <http://www.dlis.dla.mil/h2/>.

## **2. North American Industry Classification System (NAICS)**

The NAICS is the standard for use by federal statistical agencies in classifying business establishments for the collection, analysis, and publication of statistical data related to the business economy of the United States. NAICS replaced the Standard Industrial Classification (SIC) system in 1997. Every registered company is assigned a NAICS code. To learn more about NAICS, please visit <http://www.census.gov/epcd/www/naicsdev.htm>. For a complete list of NAICS codes, visit <http://www.census.gov/epcd/naics02/naicod02.htm> or see the CD ROM Table of Contents (click on the link for NAICS/SIC codes).

## **3. What is the Difference between NAICS and SIC?**

The NAICS provides a greater level of detail about a firm's activity than the SIC system did. NAICS includes 1,170 industries, whereas the SIC system included 1,004 industries. There are 358 new industries recognized in NAICS, 250 of which are service-producing industries.

For NAICS codes, establishments that use the same or similar processes to produce goods or services are grouped together. Under the SIC codes, industries were grouped together based on either demand or production.

SIC codes do not convert to NAICS codes. Therefore, a firm that may have fallen under a particular SIC code may now be classified under a completely different NAICS code. For example, a firm classified in SIC 7359 Business Services (Not Elsewhere Classified) could now be classified under NAICS 491110 Postal Service, or NAICS 541340 Drafting Services, among others.

Below is a list of NAICS codes that are most granted in Maryland.

- 221122 Electric Power Distribution
- 541519 Other Computer Related Services
- 541511 Custom Computer Programming Services
- 421430 Computer and Computer Peripheral Equipment and Software Wholesalers
- 541512 Computer Systems Design Services
- 236220 Commercial and Institutional Building Construction
- 221310 Water Supply and Irrigation System
- 334111 Electronic Computer Manufacturing
- 221210 Natural Gas Distribution
- 541513 Computer Facilities Management Services
- 561720 - Janitorial Services

### ***Additional Information***

Visit

<http://www.census.gov/epcd/naics02/N02TOS87.HTM>  
for a list of 2002 NAICS matched to 1987 SIC codes or  
<http://www.census.gov/epcd/naics02/S87TON02.HTM>  
for a list 1987 SIC codes matched to 2002 NAICS.

- 541219 - Other Accounting Services
- 514210 - Data Processing Services
- 541611 - Administrative Management and General Management Consulting Services.

## **C. REGISTER YOUR BUSINESS**

### **1. Obtain a Data Universal Number (DUNS)**

In order to register your business, you must obtain a DUNS Number. A DUNS is a unique nine-character identification that is used by both government and corporate officials searching for background information on companies.

You can access your DUNS number at [http://www.dnb.com/US/duns\\_update/index.html](http://www.dnb.com/US/duns_update/index.html) or by contacting Dun & Bradstreet customer service at (800) 333-0505. If you do not have a DUNS Number, please visit <http://www.dnb.com/us/> or contact the office at (888) 814-1435 to obtain one.

### **2. Register with the Central Contractor Registration (CCR)**

CCR is a database designed to hold information relevant to procurement and financial transactions. CCR affords you the opportunity for fast electronic payment of your invoices. Since CCR assumed all of SBA's PRO-Net (see below) search capabilities and functions, you must register with CCR to be awarded a contract from the federal government.

To complete your on-line registration, visit <http://www.ccr.gov/>.

### **3. Register in PRO-Net**

PRO-Net is an electronic gateway and database of procurement information for and about small businesses. In addition, it's a marketing tool for small

#### **Additional Information**

Please refer to Section XII: Appendix A.

businesses and a link to procurement opportunities. PRO-Net is free to search by federal and state government agencies as well as prime and other contractors seeking small business contractors, subcontractors and/or partnership opportunities. PRO-Net is open to all small firms seeking federal, state and private contracts.

Once you have registered in CCR as a small business, you will be asked if you also want to register in PRO-Net. We suggest that you say yes – it's a good marketing tool for small businesses.

To register directly with PRO-Net, visit <http://pro-net.sba.gov/pro-net/register.html>.

### **4. Get a Commercial and Government Entity (CAGE) Code**

A CAGE code is a five-position code that identifies companies doing or interested in doing business with the federal government. The code provides a standardized method of identifying a given facility at a specific location and may be used for a facility clearance, a pre-award survey, automated bidders lists, pay processes, source of supply, etc. In some cases, prime contractors may require their subcontractors to have CAGE codes also.

CAGE codes are free and there are no associated subscription charges related to the assignment and maintenance of CAGE Codes.

The CAGE code request process is now incorporated in the CCR registration. Therefore, upon activation in CCR, your company will be assigned a CAGE code. You will be notified of your new CAGE code by a letter sent to the person named as the registrant in the registration documentation. Once your registration is active, you may view your CAGE code on the web by searching the active registrations at <http://www.dlis.dla.mil/CAGESearch/>. To learn more about or to search for CAGE codes, visit <http://www.dlis.dla.mil/cageserv.asp>.

After you have identified your business, identified your products and services and registered your business, you will have all the information needed to be placed on a vendor's list. Following is an example of what you should expect to do if you want to be placed on an agency's small vendor's list.

To be placed on its small business vendor list, the National Geospatial Agency (NGA) requires businesses to send an e-mail to a designated email address with the subject line reading: "New Interested Vendor". The e-mail should include the following information:

- Vendor name and address
- Point of contact with telephone number
- Business type (e.g. small woman-owned)
- E-mail and business website address
- NAICS code(s) with title description
- GSA number
- CAGE Code
- DUNS number
- Highest clearance level.

***Additional Information***

Please refer to Section XII: Appendix A.

## **D. PREPARING YOUR CAPABILITIES STATEMENT**

Before you begin marketing to the federal government, you should prepare a capabilities statement. The capabilities statement is your opportunity to clearly and precisely state your firm's ability to satisfy agencies' requirements. The information should also include your current and past performance within the government sector, as well as a succinct description of your competitive advantage with an emphasis on what differentiates your company from other small businesses in your market niche. This assumes that your business has a well-developed business plan showing that your company is ready to do business with the federal government.

***Additional Information***

Please refer to Section XII: Appendix A.

Your capability statement should include the following:

- I. Company Overview
  - A. Company Name and Address
  - B. Company Point of Contact
  - C. Company Background Information – What does your firm do?
    - 1. Experience in the field
    - 2. Financial stability
  - D. List of Corporate Facilities
    - 1. Your firm's equipment and resources
  - E. Client List

1. A list of clients or testimonials from clients
- II. Corporate Capability Statement
  - A. Scope of Business
    1. Products and services offered
    2. Narrative description of your business, including NAICS codes
    3. List of past and current clients along with brief descriptions
    4. Detailed description of the development process for the project
    5. Description of your firm's competitive edge, *i.e.*, the compelling reason why a customer would buy from your company as opposed to a competitor
  - B. Representative Corporate Projects
    1. List current and recent company projects
- III. Personnel Capabilities and Experience
  - A. Management and Professional Staff Capabilities and Experience
    1. Include curriculum vitae of management and/or personnel
    2. Include special qualifications, experience and awards that management/personnel has that will help your firm provide services that are superior to competitors

Make sure that the scope of the products and services you are selecting is not too broad or too narrow. If the scope is too broad, it may be difficult to focus in so many different directions at the same time you are learning the process. If the scope is too narrow, it may be difficult to find an agency that wants or needs your products and services, or make it easier for an agency to get a more well-rounded service from another company.

In order to have a thorough capability statement, make sure you:

- Know your areas of expertise
- Evaluate your ability to support the added business
- Make sure that you can provide the quantity of product required in the timeframe required
- Define your competitive edge
- Have a well-developed business plan
- Select a range of products and services that is neither too broad nor too narrow.



### III. HOW TO FIND THE RIGHT CONTACT AT A FEDERAL INSTALLATION, LABORATORY OR AGENCY IN MARYLAND

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The goal is to link you to federal technology, technical expertise and research and development (R&D) assets. Below is a list of federal installations, laboratories and agencies located in Maryland. By utilizing the contact information, you will be able to license technology, form R&D partnerships, access scientific knowledge and learn how to access federal R&D assets.

*Note: In some cases the small and disadvantaged business utilization contacts are located at a service (Army, Navy, Air Force) office or in the Pentagon. See Section IX.C for a list of Maryland small business development office contacts.*

#### A. ABERDEEN PROVING GROUND

##### **Army's Office of Small Business Programs**

Judy Shifflett  
106 Army Pentagon  
Washington, DC 20310-0106  
(703) 697-2868; fax: (703) 693-3898  
<http://www.sellingtoarmy.info/>

##### **Aberdeen Proving Ground Business Development Office**

Roy Albert, Director  
Building 3240, Bel Air Street  
(or P.O. Box 595)  
Aberdeen Proving Ground, MD 21005-0595  
(410) 273-5062  
<http://stb.apg.army.mil/BDO/index.htm>

##### ***Additional Information***

Please refer to Section XII: Appendix A for a link to the lists of laboratories, testing facilities available to the private sector, and areas of expertise.

##### **Aberdeen Proving Ground Small Business Office**

(410) 278-1519  
[http://stb.apg.army.mil/BDO/sm\\_business.htm#areaPOC](http://stb.apg.army.mil/BDO/sm_business.htm#areaPOC)

##### **Edgewood Area Small Business Office**

(410) 436-3136

##### **Small Business Innovation Research Program**

(410) 436-2031/DSN 584-2031; fax: (410) 436-6529/DSN 584-6529  
[technical.outreach@apgea.army.mil](mailto:technical.outreach@apgea.army.mil)

##### **Edgewood Chemical Biological Center**

Donna Brown  
AMSRD-ECB-AP-B/Michel E3330  
5183 Blackhawk Rd.  
APG, MD 21010-5424  
(410) 436-3610; fax: (410) 436-2014

**Maryland Small Business Development Center - Northern Region**

Serves Carroll, Harford, and Cecil Counties

Russ Teter, Director

401 Thomas Run Rd.

Bel Air, MD 21015-1698

(410) 836-4237

<http://www.harford.edu/sbdc>

**B. ANDREWS AIR FORCE BASE**

Andrews Air Force Base

316th Wing

Julie Pearson, Director of Business Services

1535 Command Drive, Suite E210

Andrews Air Force Base, MD 20762

(301) 981-6509

**C. ARMY RESEARCH LABORATORY**

Teresa Kines

2800 Powder Mill Road

Adelphi, MD 20783

(301) 394-1600

**Army's Office of Small Business Programs**

Tracey Pinson, Director

106 Army Pentagon

Washington, DC 20310-0106

(703) 697-2868; fax: (703) 693-3898

<http://www.sellingtoarmy.info/>

**Army Research Laboratory Small Business Office**

Small and Disadvantaged Business Advisor

(301) 394-3692; fax: (301) 394-3887

[SDBA@arl.army.mil](mailto:SDBA@arl.army.mil)

**Small Business Research and Innovation Program**

John Pucci, Acting Program Manager, Small Business Innovation Research

RDECOM

Adelphi, MD

(301) 394-4808

Fort Belvoir, VA 22060

(703) 806-2085

[john.pucci@army.mil](mailto:john.pucci@army.mil)

**Contracting Opportunities**

<http://www.armysbir.com>

**D. BELTSVILLE AGRICULTURE RESEARCH CENTER**

Kathy McCue, Director  
Beltsville Agriculture Research Center  
Rm. 223, Bldg. 003, BARC-West  
10300 Baltimore Avenue  
Beltsville, MD 20705  
(301) 504-6078  
<http://www.ars.usda.gov>

**Department of Agriculture's Office of Small and Disadvantaged Business Utilization**  
USDA OSDBU  
1400 Independence Ave., S.W., Room 1085 South Building  
Washington, DC 20250  
(202) 720-7117  
<http://www.usda.gov/osdbu/>

**Contracting Opportunities**  
[http://www.usda.gov/da/smallbus/contract\\_ops.htm](http://www.usda.gov/da/smallbus/contract_ops.htm)

**Small Business Innovation and Research Program**  
Charles F. Cleland  
USDA  
Cooperative State Research, Education, and Extension Service  
1400 Independence Avenue SW, Stop 2201  
Washington, DC 20250-2201  
(202) 401- 4002; fax: (202) 401 – 6070  
[ccleland@csrees.usda.gov](mailto:ccleland@csrees.usda.gov)

**E. NAVAL SURFACE WARFARE CENTER, CARDEROCK**

**Carderock Division Small Business Program Office**  
NSWCCD, Code 303  
5001 South Broad Street  
Philadelphia, Pa 19112-5083  
(215) 897-8172; fax: (215) 897-7053  
[http://www.dt.navy.mil/working\\_with\\_us/small\\_business\\_office/small\\_business\\_office.html](http://www.dt.navy.mil/working_with_us/small_business_office/small_business_office.html)

**Contracting Opportunities**  
<http://www.dt.navy.mil/acquisition/acq/sol/sol.html>

**Small Business Innovation and Research Program Office**  
Mr. James E. Wood  
SBIR Program Manager  
Naval Sea Systems Command – Carderock Division  
Code 0122

9500 MacArthur Blvd  
West Bethesda, MD 20817-5700  
(301) 227-2690  
[james.e.wood@navy.mil](mailto:james.e.wood@navy.mil)  
<http://www.dt.navy.mil>

## **F. FOOD AND DRUG ADMINISTRATION**

### **FDA Small Business Office**

Mendel D. Hill  
Small Business Program Manager  
Office of Facilities, Acquisitions and Central Services  
Room 2074, HFA230  
5600 Fishers Lane  
Rockville, MD 20857  
(301) 827-7211; fax: (301) 827-7228  
[MHILL1@oc.fda.gov](mailto:MHILL1@oc.fda.gov)

### **FDA Small Business Guide**

[http://www.fda.gov/ora/fed\\_state/small\\_business/sb\\_guide/default.htm](http://www.fda.gov/ora/fed_state/small_business/sb_guide/default.htm)  
<http://www.fda.gov/oc/ofacs/fdasbo/businesspub.html>  
<http://www.fda.gov/oc/industry/smallbusiness/outreach.html>

### **Health and Human Services Office of Small and Disadvantaged Business Utilization**

<http://www.hhs.gov/osdbu/>

## **G. FORT DETRICK**

### **Fort Detrick Business Development Office**

Darryl Rekemeyer, Director  
Fort Detrick Business Development Office  
201 Thomas Johnson Drive, Suite 208  
Frederick, Maryland 21702  
(301) 620-7071; fax: (301) 620-7078  
<http://www.fdbdo.com>

### **U.S. Army Medical Research and Materiel Command**

Office of Small Business Programs  
Jerome K. Maulsby  
820 Chandler Street  
Fort Detrick, MD 21702-5014  
(301) 619-2471; fax (301) 619-6662  
DSN 343-2471  
<http://www.mrmc.smallbusopps.army.mil/>

### **Frederick Innovative Technology Center, Inc.**

401 Rosemont Ave, 3<sup>rd</sup> Floor

Rosenstock Hall, Hood College  
Frederick, MD 21701  
(301) 364-2999; fax (201) 644-3939  
[info@fitci.org](mailto:info@fitci.org)  
<http://www.fitci.org>

**Fort Detrick Technology Transfer Initiative**

Ronald Kaese  
Senior Program Manager, Federal Lab Partnerships  
5565 Sterrett Place, Suite 214  
Columbia, MD 21044  
(410) 715-4170; fax: (410) 740-9422  
[rkaese@marylandtedco.org](mailto:rkaese@marylandtedco.org)

**Army Medical Research Institute of Infectious Diseases**

MCMR-UIZ-D  
1425 Porter Street  
Ft. Detrick - Frederick, MD 21702-5011  
<http://www.usamriid.army.mil/>  
Technology transfer: <http://www.usamriid.army.mil/businessopspage.htm>

Dr. Mark Dertzbaugh  
(301) 619-2767; fax (301) 619-5118  
[mark.dertzbaugh@us.army.mil](mailto:mark.dertzbaugh@us.army.mil)

**Army Center for Environmental Health Research**

McMR-UBZ  
568 Doughten Drive  
Fort Detrick, MD 21702-5010  
<http://usacehr.detrack.army.mil/>

Ms. Karen Fritz  
(301) 619-2024; fax: (301) 619-7606  
[Karen.Fritz@amedd.army.mil](mailto:Karen.Fritz@amedd.army.mil)

**National Cancer Institute – Frederick**

Emily Moler  
P.O. Box B  
Frederick, MD 21702-1201  
(301) 846-1000  
<http://web.ncifcrf.gov/about/default.asp>  
Technology transfer: <http://www.usamriid.army.mil/businessopspage.htm>

**H. Fort Meade**

**Directorate of Contracting**

Donald L. Grskovich  
(301) 677-5178

**Department of Army Small Business Programs**

Judy Shifflett

106 Army Pentagon

Washington, DC 20310-0106

(703) 697-2868; fax: (703) 693-3898

<http://www.sellingtoarmy.info/>

**I. GODDARD SPACE FLIGHT CENTER****Goddard Space Flight Center Industry Assistance Office**

Rosa Acevedo, Director of Management Operations

Goddard Space Flight Center, Code 210

Greenbelt, MD 20771

(301) 286-7972

**Goddard Small Business Office**

<http://code210.gsfc.nasa.gov/industryassist.htm>

<http://www.nasa.gov/centers/goddard/business/index.html>

**NASA Office of Small Business Programs**

NASA Headquarters

300 E Street SW

Washington, DC 20546

(202) 358-2088

[smallbusiness@nasa.gov](mailto:smallbusiness@nasa.gov)

<http://www.osbp.nasa.gov/>

**New Business Opportunities Office**

Bonnie Norris Chief

Goddard Space Flight Center, Code 101

Greenbelt, MD 20771

(301) 286-5442

[Bonnie.G.Norris@nasa.gov](mailto:Bonnie.G.Norris@nasa.gov)

**Procurement Operations**

Valorie Burr, Procurement Officer

Goddard Space Flight Center, Code 210

Greenbelt, MD 20771

(301) 286-7522; fax (301) 286-0301

[Valorie.A.Burr@nasa.gov](mailto:Valorie.A.Burr@nasa.gov)

**Small Business Innovation and Research Program Office**

Jim Chern, Project Manager, SBIR Program

Goddard Space Flight Center, Code 504

Greenbelt, MD 20771

(301) 286-5836; fax (301) 286-0301

[Jim.Chern@nasa.gov](mailto:Jim.Chern@nasa.gov)  
<http://ipp.gsfc.nasa.gov>

## **J. NAVAL SUPPORT FACILITY, INDIAN HEAD**

### **Indian Head Small Business Office**

Small Business Office, Code SB  
4072 N. Jackson Road  
Indian Head, MD 20640-5115  
(301) 744-6604; fax (301) 744-6620

### **Navy Office of Small Business Programs**

<http://www.donhq.navy.mil/OSBP>

### **Small Business Innovation and Research Program**

John Williams  
Director, Navy SBIR Programs  
Office of Naval Research  
One Liberty Center  
875 North Randolph Street  
Code 03TSB, Room 262A  
Arlington, VA 22203-1995  
(703) 696-0342; fax (703) 696-4884  
[williajr@onr.navy.mil](mailto:williajr@onr.navy.mil)  
<http://www.navysbir.com>  
[http://www.onr.navy.mil/sci\\_tech/3t/sbir\\_sttr/](http://www.onr.navy.mil/sci_tech/3t/sbir_sttr/)

## **K. NATIONAL INSTITUTES OF HEALTH (NIH)**

### **Department of Health and Human Services Office of Small and Disadvantaged Business Utilization**

<http://www.dhhs.gov/osdbu/>

### **Small Business Innovation and Research Program**

Joanne Goodnight  
6705 Rockledge Drive  
RKLGI, Room 3538  
Bethesda, MD 20892  
(301) 435-2688; fax (301) 480-0146  
[jgl28w@nih.gov](mailto:jgl28w@nih.gov)  
[sbir@od.nih.gov](mailto:sbir@od.nih.gov)

<http://grants.nih.gov/grants/funding/sbir.htm>

### **NIH - National Cancer Institute (NCI)**

Technology Transfer Branch

#### ***Additional Information***

Please refer to Section XII: Appendix A for information on all 17 institutes at the NIH.

6120 Executive Blvd.  
Suite 450  
Rockville, MD 20852  
<http://www.cancer.gov/>  
Technology transfer: <http://ttb.nci.nih.gov/>

Ms. Karen Maurey  
(301) 496-0477; fax: (301) 402-2117  
[maureyk@mail.nih.gov](mailto:maureyk@mail.nih.gov)

(Note that a major contingent of the NCI is located at Fort Detrick.)

**NIH - National Library of Medicine (NLM)**  
8600 Rockville Pike  
Bethesda, MD 20894  
<http://www.nlm.nih.gov/>  
Technology transfer: <http://www.nlm.nih.gov/grants.html>

Mr. Fred Wood  
(301) 402-9278; fax: (301) 496-4450  
[fred\\_wood@occhost.nlm.nih.gov](mailto:fred_wood@occhost.nlm.nih.gov)

## **L. NATIONAL INSTITUTE OF STANDARDS AND TECHNOLOGY (NIST)**

**Department of Commerce's Small and Disadvantaged Business Utilization Office**  
<http://www.osec.doc.gov/osdbu/>

**Business Development Office**  
See Manufacturing Extension Partnerships Program

**Small Business Innovation and Research Program (SBIR)**  
SBIR Program  
Office of Technology Partnerships  
NIST  
100 Bureau Drive, Stop 2200  
Gaithersburg, MD 20899-2200  
(301) 975-3085; fax (301) 548-0624  
[sbir@nist.gov](mailto:sbir@nist.gov)  
<http://www.nist.gov/sbir>

## **M. NATIONAL NAVAL MEDICAL CENTER, BETHESDA**



BRAC Team Leader for Walter Reed Army  
Medical Center  
Randal Treiber  
6900 Georgia Avenue, NW  
Washington, DC 20307  
(202) 782-7389; fax (202) 356-2531  
[randal.treiber@us.army.mil](mailto:randal.treiber@us.army.mil)

***Additional Information***

Note that many of the functions at the Walter Reed Army Medical Center will move to the National Naval Medical Center Bethesda as part of BRAC 2005 and be renamed the Walter Reed National Military Medical Center.

**Navy Office of Small Business Programs**  
<http://www.donhq.navy.mil/OSBP>

**N. NAVAL MEDICAL RESEARCH CENTER**

Naval Medical Research Center  
503 Robert Grant Avenue  
Silver Spring, MD 20910-7500  
(301) 319-7403  
<http://www.nmrc.navy.mil/>  
Technology transfer: [http://www.nmrc.navy.mil/ott/nmrc\\_res\\_srv\\_ott\\_main.htm](http://www.nmrc.navy.mil/ott/nmrc_res_srv_ott_main.htm)

**Navy Office of Small Business Programs**  
<http://www.donhq.navy.mil/OSBP>

**O. PATUXENT RIVER NAVAL AIR STATION**

**Navy Office of Small Business Programs**  
<http://www.donhq.navy.mil/OSBP>

**Patuxent River Naval Warfare Center Business Office**  
NAWC Aircraft Division  
Business Office  
22473 Millstone Road  
Building 505, Room 116  
Patuxent River, MD 20670  
(301) 342-1133; fax: (301) 342-1134  
Toll Free: (866) 242-2143  
[busdevteam@navy.mil](mailto:busdevteam@navy.mil)

**Small Business Innovation and Research Program**  
John Williams  
Director, Navy SBIR Programs  
Office of Naval Research  
One Liberty Center  
875 North Randolph Street  
ONR 364, Suite 1425, Room 262A

Arlington, VA 22203-1995  
(703) 696-0342  
[williajr@onr.navy.mil](mailto:williajr@onr.navy.mil)  
<http://www.navysbir.com>

**P. UNITED STATES NAVAL ACADEMY**

**Navy Office of Small Business Programs**  
<http://www.donhq.navy.mil/OSBP>

**Q. VETERANS AFFAIRS OFFICE OF RESEARCH AND DEVELOPMENT**

Department of Veterans Affairs  
Research and Development  
810 Vermont Avenue, NW  
Washington, DC 20420  
(202) 254-0183; fax (202) 254-0460

**Department of Veterans Affairs Office of Small and Disadvantaged Business Utilization**  
<http://www.va.gov/osdbu/>.

*Note: The contact names and information provided in the sections above are subject to change. Please check the Military and Federal Affairs page on the Maryland DBED website (<http://www.choosemaryland.org/businessinmd/militaryaffairs/militaryaffairs.html>) for the most up-to-date contact information.*

#### **IV. HOW TO DETERMINE A “FIT” WITH AN AGENCY’S NEEDS**

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It isn’t often that a solicitation comes out that is just the right project for your company. An opportunity may meet your financial goals in terms of new business, but the more important question is: “Are my team and my company’s capabilities appropriate for this project?” Everyone tailors a resume to fit with what an agency is looking for, and the same is true for detailing past business and past clients. But the right “fit” is really something else.

The fit is the first criteria that an agency’s proposal evaluators judge to determine qualified companies. You must be able to demonstrate through both past experience and innovative approaches that your company can meet the procurement needs of the agency. The need for a good fit is why it is essential to present your company’s capabilities to the procurement contacts before you ever bid on a project from that agency. A good procurement office will guide you through the process; therefore, it is especially important to visit those agencies or facilities that seem to fit or have a need for your capabilities.

Government procurement personnel should be able to suggest some disciplines or talents that you may want to acquire or at least be able to access through teaming. An agency may require specialized equipment, ties to a certain geographic area, or other credentials that will be important to be credible on an upcoming solicitation.

Research on past experience with that agency is very important. There may be special rules about pricing – e.g., use of part-time workers, consultants, travel and unallowable costs – that are not always obvious in the solicitation itself. You should be able to obtain examples of winning proposals through a direct request or a Freedom of Information Act request. Pricing data is proprietary, but technical proposals are not. Others in your field may also be of assistance in terms of determining agency needs, preferences or even biases. It is always helpful to talk with a peer who has been through the process before. You may even team with such a person in a mutually-beneficial partnership. Look for someone in your field of endeavor who may be able to provide valuable insight.

## V. HOW TO DECIDE WHAT NOT TO BID ON

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Deciding which proposals not to bid on can be critical in terms of wasted time and resources. A lot of businesses put a great deal of effort into a bid and proposal that has very little likelihood of being a winner. But how do you know?

Most solicitations include a pre-bid conference. It is very important to attend such meetings to gain insight into the bid process. There is almost always a sign-in sheet. Be sure to sign in and take mental notes as to those who have already registered. This will give you a good idea as to who your competition is or help you identify potential partnering opportunities. Even though the agency will make a transcript of all questions and supply the answers to all bidders, it's good to make your own notes of the Q & A. Obvious questions include: "Is there an incumbent?" and "Is the incumbent eligible to bid on this solicitation?" If, for instance, it is a set-aside for an 8(a) (a type of SBA Small Disadvantaged Business certification allowing one to conduct business with the federal government), the incumbent firm may have graduated from the 8(a) program and therefore cannot bid. If there is an incumbent, ask around to see if the project work they conducted met the agency's needs in a satisfactory manner.

- If there is an incumbent, and they have been doing a good job...don't bid.

It is also important to find out exactly what credentials the agency is looking for in a contractor. If it's a stretch for your company to qualify, you may be able to team with another bidder to present a more unified proposal, with each company bringing different strengths.

- If it's marginal for your firm...don't bid.

It is important to be on the look out for deal breakers. Carefully check the past performance, staffing, personnel and evaluation criteria as well as the scope of work (SOW) requirements. Make a realistic assessment of your strengths and weaknesses. You may be able to overcome weak areas by teaming with a person who has the capability your company may lack.

It always makes sense to keep careful notes for your file. Such a paper trail is important in case of a need to protest an award. In any event, if you don't win, when available, be sure and get a debriefing and find out exactly where your proposal came up short.

Be on the lookout for prime contractors who may be large businesses looking for a small/minority business teaming partner or who may want to subcontract with a small business (in the case of a set-aside). In any event, be sure to:

1. Meet the prospective buyers
2. Plan for their future requirements
3. Assess pre-solicitation/ solicitation requirements
4. Review evaluation criteria
5. Be sure you have the right experience
6. Be sure you have the time to prepare a quality response

If any of these cannot be satisfied, do not bid.

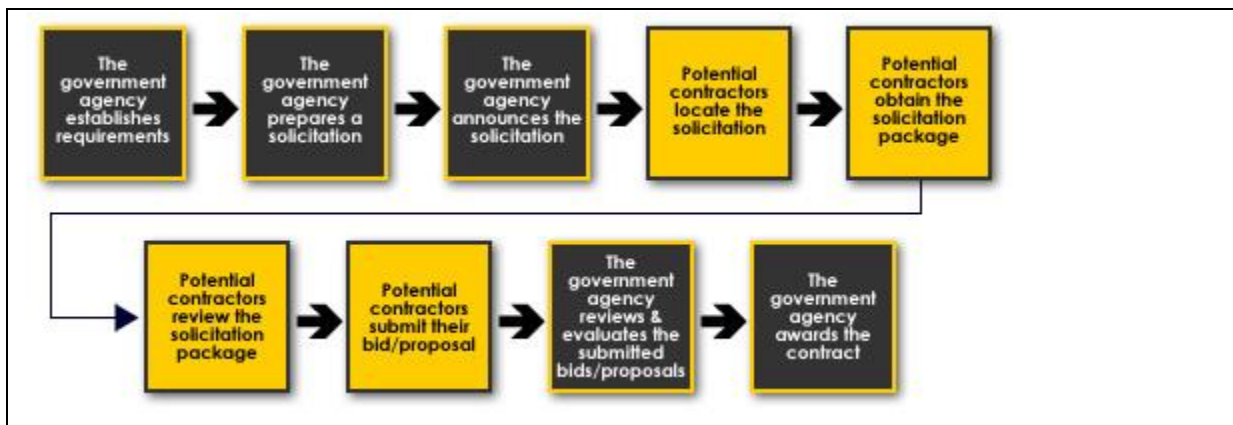
## VI. HOW TO FIND AN APPROPRIATE OPPORTUNITY

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In evaluating a request or solicitation, it is important to understand the different types of bid and proposal opportunities. Each type of opportunity has different requirements, regulations, timetables, and contact points. Depending on the nature and structure of the bidding firm, each may have advantages and/or disadvantages. You may want to investigate agencies which may have a vehicle for unsolicited proposals from companies who have researched federal agency needs and feel they have the technology or services of value to share without being formally solicited.

### A. UNDERSTANDING SOLICITATIONS

The federal procurement process is highly structured to ensure that the award of a contract is accurate and fair. Below is an illustration of the federal procurement process:



The first step is to obtain a solicitation package or bid package. The solicitation notice will tell you how to obtain the bid package. Most solicitation packages may be obtained via the Internet. However, some agencies may require companies to request the solicitation package and will provide a hard copy.

When requesting a bid package, be sure to:

- Have the correct solicitation number
- Ask for or look for any amendments or changes to the requirements or terms that might have been issued.

It is important to read the solicitation package very carefully, as it contains all of the information you will need to respond with your offer. The solicitation package will include the following information:

- What the agency wants to procure
- The type of contract (e.g., fixed-price, cost-reimbursement, time and materials)
- Quantities, timeframes and delivery schedules

- Special requirements or conditions
- The point of contact (POC) with a phone number.

You should fully understand exactly what the agency is requesting and what you are proposing to provide. If the contract is awarded to you, your bid/proposal results constitute a binding contract and you will be required to fulfill the terms of the contract as specified.

Different types of solicitation packages and small business opportunities are described below.

### ***1. Sealed Bidding***

Sealed bidding is how the government contracts competitively when its requirements are clear, accurate and complete. An Invitation for Bid (IFB) is the method used for the sealed bid process. Typically, an IFB includes a description of the product or service to be acquired, instructions for preparing a bid, the conditions for purchase, packaging, delivery, shipping and payment, contract clauses to be included and the deadline for submitting bids. Each sealed bid is opened in a public forum, where prices are displayed for public viewing at the purchasing office.

An award is made to the lowest bidder who is responsive to the government needs, meets all of the specifications and is responsible, reputable and financially sound. Generally, the contract is awarded to the lowest bidder unless the lowest bid is judged too low to be reasonable or the government has documented in the solicitation package “other price-related factors” that will influence the award decision.

Government-wide IFBs are available daily for review at <http://www.FedBizOpps.gov>.

### ***2. Request for Quotation (RFQ)***

The federal government uses RFQs in order to request information and pricing with no pending request to purchase commercial products and services. An RFQ may or may not result in a contract.

RFQs are used in simplified acquisitions, *i.e.*, a streamlined procurement process for procurements that do not exceed \$100,000. Contract awards based on RFQs usually go to the lowest bidder, but not always. Buyers are often allowed to analyze the quotes and award a contract based on best value.

When evaluating best value in an RFQ, buyers may consider, among other things, any or all of the following:

- Ability to provide special features of the product or service that is required
- Environmental and energy efficiency considerations
- Maintenance availability
- Past performance of the supplier
- Probable life of an item as compared to the life of a comparable product
- Trade-in considerations
- Warranty considerations.

### **3. *Request for Information (RFI)***

An RFI is usually an effort to ascertain what types of firms are out there that may have relevance to what the government is looking for. Such opportunities are why it is important to arrange to present your capabilities to as many agencies, business development offices, small business contacts, and others as you can.

### **4. *Request for Proposal (RFP)***

An RFP is a solicitation that asks companies to propose methods for addressing the need and to provide a price quote for implementing the proposed solution.

RFPs are used in large, publicly announced negotiated procurements. The procurement is open to all qualified companies. An RFP will generally tell you what the customer is interested in procuring and provide instructions regarding how to prepare and submit your proposal.

Government procurement is highly regulated and, therefore, the RFPs have a particular format and structure. For a complete explanation on how to organize your response to an RFP, see Section VII, part C.

There are several different kinds of RFPs:

- Full and open (for all qualified firms)
- Small business set-aside
- 8(a) competitive
- 8(a) sole source (rare)
- 8(a) invitation.

One of the best sources of information on what all these terms mean and for government agencies in general is the website for UCLA's Anderson School of Management – the Rosenfeld Library (<http://www.anderson.ucla.edu/library.xml>). The section on “Government Information” (<http://www.anderson.ucla.edu/x14415.xml>) contains links to every conceivable source of information on government and business procurements.

### **5. *Broad Agency Announcements (BAA)***

A BAA is a method of soliciting proposals for R&D using notices published on the Federal Business Opportunities (FedBizOpps) website and federal laboratory websites.

A BAA is intended to solicit research ideas, and is issued under the provisions of the Competition in Contracting Act of 1984 (Public Law 98-369), as implemented in the Federal Acquisition Regulations. Research proposals are sought from educational institutions, nonprofit organizations and private industry.

The BAA provides a general description of the federal agencies research programs, including specific areas of interest; defines the evaluation and selection criteria; and provides proposal preparation instructions and formats. The BAA is a continuously open announcement. Pre-proposals, however, may be submitted at any time for consideration.

Program Specific BAAs, Program Agency Announcements and supplements to the BAA are issued to solicit research proposals for specific programs.

## Pre-Proposals

Because the BAA is continuously open, pre-proposals may be submitted and will be evaluated at any time throughout the year. All pre-proposals will be assigned an identification number after receipt. Brochures or other descriptions of general organizational or individual capabilities will not be accepted as a pre-proposal.

## Full Proposals

Full proposals should be submitted within 90 days after requested. Receipt of full proposals will be acknowledged by e-mail or postcard. The identification log number for the full proposal will be the same number used for the pre-proposal (if one was submitted). Proposals should be prepared according to the instructions by each agency. Electronic and scanned signatures are acceptable. The length of time requested for support should be consistent with the nature and complexity of the proposed research. An award decision should be forwarded by the Government within 180 days after submission.

### *Additional Information*

Please refer to Section XII: Appendix A Table of Contents for “Broad Agency Announcements” or visit

[http://www.usamraa.army.mil/pages/Baa\\_Paa/BA\\_A\\_05-1\\_Appendices.pdf](http://www.usamraa.army.mil/pages/Baa_Paa/BA_A_05-1_Appendices.pdf).

For instructions on how to prepare a research proposal for submission under a BAA or one of the Program Specific BAAs, see the CD ROM.

## **6. *Small Business Innovation Research Program (SBIR)***

Since its enactment in 1982 as part of the Small Business Innovation Development Act, SBIR has helped thousands of small businesses compete for federal research and development awards. SBIR is a highly competitive program that encourages small business to explore their technological potential and provides the incentive to profit from its commercialization.

By reserving a specific percentage of federal R&D funds for small business, SBIR protects the small business and enables it to compete on the same level as larger businesses. SBIR funds the critical startup and development stages and encourages the commercialization of the technology, product, or service, which, in turn, stimulates the U.S. economy.

To qualify for the SBIR program, you must meet certain eligibility criteria to participate in the program. To qualify, your business must be:

- American-owned and independently operated
- For-profit
- Principal researcher employed by business
- Company size limited to 500 employees.

Each year, ten federal departments and agencies are required by SBIR to reserve a portion of their R&D funds for award to small business. Those departments include:

- Department of Agriculture
- Department of Commerce
- Department of Defense
- Department of Education
- Department of Energy
- Department of Health and Human Services



- Department of Transportation
- Environmental Protection Agency
- National Aeronautics and Space Administration
- National Science Foundation.

These agencies designate R&D topics and accept proposals. Following submission of proposals, agencies make SBIR awards based on small business qualification, degree of innovation, technical merit, and future market potential. Small businesses that receive awards or grants then begin a three-phase program:

**Phase I** is the startup phase. Awards of up to \$100,000 support exploration of the technical merit or feasibility of an idea or technology. Phase I projects typically have a six-month period of performance. Successful Phase I recipients are invited to submit Phase II proposals.

For FY05, the Army Research Laboratory (ARL) awarded 42 new Phase I contracts, valued at about \$70,000 each, each with the potential for follow-on options valued at up to \$50,000.

**Phase II** awards of up to \$750,000, for as many as two years, expand Phase I results. Phase II contracts enable recipients to establish the proof of principle and produce a prototype of their concepts. During this time, the R&D work is performed and the developer evaluates commercialization potential. The SBIR only considers Phase I award winners for Phase II. Phase II projects typically run for 24 months.

#### ***Additional Information***

Please refer to Section XII: Appendix A Table of Contents for “SBIR and STTR Information” or contact:

Office of Technology  
U.S. Small Business Administration  
409 Third Street, SW  
Washington, DC 20416  
(202) 205-6450; fax: (202) 205-6390

ARL had 25 new Phase II contracts in FY05, valued at about \$730,000 each. ARL also had 23 ongoing Phase II contracts.

**Phase III** is the period during which Phase II innovation moves from the laboratory into the marketplace. No SBIR funds support this phase. Your business must find funding in the private sector or other non-SBIR federal agency funding. Therefore, you must develop a marketing strategy and plan for taking the SBIR-developed product/technology to the marketplace.

SBIR funds are usually awarded at specific times of the year, so it is important to check with the installation regarding deadlines for proposal submission.

### ***7. Small Business Technology Transfer Program (STTR)***

STTR expands funding opportunities in the federal innovation research and development arena by partnering small businesses with nonprofit research laboratories.

Your business must meet certain eligibility criteria to participate in the STTR Program. To qualify, your business must be:

- American-owned and independently operated
- For-profit
- Principal researcher need not be employed by small business
- Company size limited to 500 employees.

The nonprofit research institution must also meet certain eligibility criteria:

- Located in the United States
- Meet one of three definitions:
  - Nonprofit college or university
  - Domestic nonprofit research organization
  - Federally-funded R&D center (FFRDC).

There is no size limit for nonprofit research institutions.

Each year, five federal departments and agencies are required by STTR to reserve a portion of their R&D funds for award to small business/nonprofit research institution partnerships:

- Department of Defense
- Department of Energy
- Department of Health and Human Services
- National Aeronautics and Space Administration
- National Science Foundation.

Following submission of proposals, agencies make STTR awards based on small business/nonprofit research institution qualification, degree of innovation, and future market potential. Small businesses that receive awards or grants then begin a three-phase program.

**Phase I** is the startup phase. Awards of up to \$100,000 for approximately one year fund the exploration of the scientific, technical, and commercial feasibility of an idea or technology.

**Phase II** awards of up to \$750,000, for as long as two years, expand Phase I results. During this period, the R&D work is performed and the developer begins to consider commercial potential. The STTR only considers Phase I award winners for Phase II.

**Phase III** is the period during which Phase II innovation moves from the laboratory into the marketplace. No STTR funds support this phase. The small business must find funding in the private sector or other non-STTR federal agency funding.

STTR funds also are usually awarded at specific times of the year, so it is important to check with the installation regarding deadlines for proposal submission.

## **B. GENERAL SERVICES ADMINISTRATION (GSA) OPPORTUNITIES**

GSA is the federal government's business manager, buyer, real estate developer, telecommunications manager, and IT solutions provider. GSA offers businesses the opportunity to sell billions of dollars worth of products and services to federal agencies through contract vehicles.

GSA advertises locally and nationally. All GSA contracting opportunities over \$25,000 are advertised on FedBizOpps available at <http://www.fedbizopps.gov/>.

### ***Additional Information***

Please refer to Section XII: Appendix A Table of Contents for "SBIR and STTR Information" or contact:

Office of Technology  
U.S. Small Business Administration  
409 Third Street, SW  
Washington, DC 20416  
(202) 205-6450; fax: (202) 205-6390  
[sizestandards@sba.gov](mailto:sizestandards@sba.gov)

## **1. Office of Small Business Utilization (OSBU)**

GSA's OSBU advocates for small, minority, veteran, HUB Zone, and women business owners. The office's mission is to promote increased access to GSA's nationwide procurement opportunities.

OSBU monitors and implements small business policies and manages a range of programs required by law. GSA's small business programs nurture entrepreneurial opportunities, open doors to new business horizons, and enhance technological capabilities.

OSBU's outreach activities make it possible for the small business community to meet key contracting experts and be counseled on the procurement process. These activities include:

- Electronic commerce/electronic data interchange training sessions
- Interagency networking breakfasts
- Marketing strategies and techniques workshops
- Procurement conferences
- Procurement networking sessions
- Roundtables
- Trade missions.

The OSBU conducts monthly briefings (and sometimes nationwide telecasts) on "How to Obtain a GSA Schedules Contract." View the homepage at <http://www.gsa.gov/smallbusiness> for information on upcoming sessions. Additionally, the Regional Small Business Utilization Centers are staffed with specialists who provide current information, counseling services, and literature concerning the Schedules Program. Contact the center in your area for information on Schedules orientation sessions.

## **2. GSA Local Services**

The Mid-Atlantic OSBU is GSA's regional advocate for small, minority, veteran, service-disabled veteran, HUB Zone and women-owned businesses. This office is committed to providing access to federal business opportunities to small businesses, and to working with the GSA's acquisition community to reach the goals that have been mandated by law. The office serves the business community in the following states:

- Delaware
- Maryland (excluding Montgomery and Prince George's counties<sup>1</sup>)
- Commonwealth of Pennsylvania
- Southern New Jersey
- Commonwealth of Virginia (excluding the cities of Alexandria and Falls Church, and Arlington, Fairfax, Loudoun, and Prince William counties<sup>1</sup>)
- West Virginia

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<sup>1</sup> GSA's National Capital Region, located in Washington, D.C., serves these counties.

### **3. Registering on a GSA Schedule**

Getting on a GSA schedule involves negotiating labor rates within various categories. To become a GSA Schedule contractor, however, a vendor must first submit an offer in response to the applicable GSA Schedule solicitation.

GSA awards contracts to responsible companies offering commercial items, at fair and reasonable prices, that fall within the generic descriptions in the GSA Schedule solicitations. In order to fully understand the process, GSA recommends that all vendors take the free FSS Center for Acquisition Excellence online, self-paced training course, “How to Become a Contractor—GSA Schedules Program.” The course describes:

- Various features of the GSA Schedules Program
- How to submit an offer
- The evaluation and contract award process
- How to successfully market supplies and services
- Sources of information related to Schedule contract administration.

In addition, GSA offers free monthly workshops designed to encourage and support small businesses interested in obtaining a GSA Federal Supply Schedules contract. The workshop is conducted once a month. For information on scheduled workshops in Maryland, please contact:

Helena Koch  
Procurement Analyst  
20 North Eighth Street, 9<sup>th</sup> Floor  
Philadelphia, PA 19107-3191  
(215) 446-4918; fax: (215) 446-5133  
[Helena.koch@gsa.gov](mailto:Helena.koch@gsa.gov)

#### **Getting Started**

To start, identify the GSA Schedule solicitation that covers your supplies or services. This step may be accomplished in a number of ways. One is to review the GSA Schedule Solicitations link to determine the applicable GSA Schedule and corresponding solicitation number under which the supplies or services may be offered. Click on the appropriate Solicitation Number to be linked directly to the solicitation files in FedBizOpps. Download the solicitation and follow the instructions in the document. The GSA Schedule Solicitations page also identifies those Schedules that accept offers using eOffer, a web based application that allows vendors to prepare and submit their GSA Schedule offers electronically. Also, investigate the GSA Contract Teaming Agreement (CTA) which is a great means for small businesses to participate in large (i.e. bundled solicitations) and generate revenue against their respective GSA schedules.

Another way is to search [Schedules e-Library](#) by keyword to identify supplies or services covered by GSA Schedules. Click on the box, “Vendors: Click here to view the current solicitation on FedBizOpps.” Download the solicitation and follow the instructions in the document.

#### ***Additional Information***

The GSA Schedule Solicitation link is available at [https://fsstraining.gsa.gov/kc/Securelogin/login.asp?kc\\_id=kc0001](https://fsstraining.gsa.gov/kc/Securelogin/login.asp?kc_id=kc0001).

eOffer is available at <http://eoffer.gsa.gov/>.

e-Library is available at <http://www.gsaelibrary.gsa.gov/ElibMain/ElibHome>.

The Federal Supply Schedule Listing is available at <http://www.gsaelibrary.gsa.gov/ElibMain/ScheduleList>.

You can also review the [Federal Supply Schedule Listing](#) in Schedules e-Library to determine the applicable GSA Schedule under which the supplies or services may be offered. Click on any Schedule number under the “Source” column to view descriptions of the generic categories of supplies or services under each Schedule. Click on the box, “Vendors: Click here to view the current solicitation on FedBizOpps.” Download the solicitation and follow the instructions in the document.

Finally, you can visit [FedBizOpps](#) to obtain a copy of the GSA Schedule solicitation. For help utilizing FedBizOpps, see “[Helpful Hints for Using FedBizOpps](#)” on the CD ROM. This information provides step-by-step information as to how vendors may search by GSA office, solicitation number, or keyword to locate and download the applicable Schedule solicitation. Follow the instructions in the solicitation document.

#### ***Additional Information***

Helpful Hints for Using FedBizOpps is available at

[http://gsa.gov/Portal/gsa/ep/contentView.do?P=FX7&contentId=11484&contentType=GSA\\_BASIC](http://gsa.gov/Portal/gsa/ep/contentView.do?P=FX7&contentId=11484&contentType=GSA_BASIC).

Other helpful hints to assist vendors in obtaining a GSA Schedule contract (see also box titled “Tips on Obtaining a GSA Schedule Contract”):

- Register in the CCR (visit <http://www.ccr.gov/>)
- Obtain an Open Ratings, Inc. reference check (see Past Performance Evaluation form in solicitation) and make sure your company is financially sound
- Complete all information in the solicitation and be ready to negotiate your company’s best offer.

## **C. OTHER TYPES OF AGREEMENTS**

There are other technology transfer mechanisms available to small businesses besides the federal procurement process. Likewise, there are several contracting vehicles that your firm should consider.

### ***1. Teaming Agreements***

Teaming agreements are established when two or more companies form a partnership or joint venture to act as a potential prime contractor; or a potential prime contractor agrees with one or more other companies to have them act as its subcontractor under a specified Government contract or acquisition program.

Subcontracting or teaming with a prime contractor can be a profitable experience as well as a growth opportunity for your business. If, after assessing the capabilities and capacity of your business you conclude that you are not ready to bid competitively for prime contracts, consider the opportunities available through subcontracting.

The many benefits of teaming or subcontracting include:

- Increasing annual profits
- Working on large government procurements
- Increasing working capital
- Gaining experience with a diverse workforce
- Expanding and/or diversifying products.

- Networking to develop strong business relationships
- Realizing advancements in management and technical skills
- Increasing contract awards.

You can search for federal teaming arrangements on the FedBizOpps website. Small businesses seeking federal procurements can search, monitor and retrieve opportunities solicited by the entire federal government. The web address for FedBizOpps is <http://www.fedbizopps.gov>.

The Small Business Administration's (SBA) SUB-Net is another site where small businesses can search for procurement opportunities, including teaming arrangements. Prime contractors post solicitations on the SUB-Net site. Solicitations are reviewed by SBA personnel for accuracy in text content. Accurate solicitations are activated by SBA personnel and the prime contractor is given a password to post additional solicitations. The web address for SUB-Net is <http://web.sba.gov/subnet/>. Small businesses are also potential teaming partners. The CCR (<http://www.ccr.gov>) which now incorporates the SBA's PRO-Net function is an excellent resource to use to search for teaming partners.

The Office of Small and Disadvantaged Business Utilization (OSDBU) in each federal agency has information about how to market your company to find teaming arrangements. You may connect to each of the OSDBU offices through several websites, including WomenBiz.gov available at <http://www.womenbiz.gov>, the Department of the Treasury available at <http://www.ustreas.gov/sba/>, and the Department of Commerce available at <http://www.osdbu.gov>.

Most of the OSDBU offices' websites list contact names and telephone numbers. You can contact one of the small business specialists in the OSDBU office to discuss your company's teaming needs. The small business specialist will be able to assist you with information about what types of procurements are available for your products or services now and in the future.

**Additional Information**

Please refer to Section XII: Appendix A for "Teaming Agreements" in the Table of Contents.

For more information about subcontracting opportunities, visit <http://web.sba.gov/subnet/search/index.cfm?CFID=6524246&CFTOKEN=204b19a4be2f4be1-EDE2B4B1-B27B-FC38-0AF0A5ABFB8F7A2A>.

It should be noted that the Governor's Office of Minority Affairs (GOMA) provides assistance through its Strategic Alliance Program to partner small, minority, disadvantaged, women-owned and veteran-owned companies with opportunities related to DoD contractors and mentor protégé programs. GOMA can be contacted at (410) 767-8232 or <http://www.minoritybusiness.com>.

### ***TIPS ON OBTAINING A GSA SCHEDULE CONTRACT***

1. Identify the GSA Schedule that covers your product or service. To do this, access the Schedules e-Library at <http://www.fss.gsa.gov/schedules>. You can search by schedule, number, keyword or phrase to find a schedule match, or you can review the complete list of schedules. Determine the applicable GSA Acquisition Center that handles your product or service by visiting <http://www.fss.gsa.gov> and click either “products” or “services.” If your business line is diverse and falls within several different GSA Schedules, you may wish to pursue the Corporate Contracting route, which is a single award schedule contract that will cover the entire business line. The solicitation number for the Corporate Contracts is FCO-00-CORP-0000C.
2. Obtain a copy of the GSA Schedule solicitations for the product or service you want to offer to the government on the Internet at: <http://www.fedbizopps.gov>. Click “FBO for Vendors”, select “GSA Offices”, select “FSS Locations”, select the appropriate acquisition center, then select posted dates or classification code (which is the schedule number you chose). Download and print out the latest solicitation with all related synopses, amendments and modifications. Most of the Schedules are continuously open.
3. Complete all information in the solicitation. Read the solicitation document thoroughly. If you have questions about the solicitation, you may contact the point of contact in the solicitation or an Acquisition Center representative. Some Acquisition Centers offer workshops on “How to Prepare a Quality Offer.” See the Events section on the OSBU homepage or contact the Acquisition Center for workshop information. Maryland has a PTAC office that can provide assistance with completing the Schedules Contracts. To locate a PTAC office nearest you, see the CD ROM Table of Contents. Before completing the solicitation, be sure you are financially sound. After you have completed the solicitation, review it carefully and sign and date your offer.
4. Be sure your offer complies with the “most favored customer” (MAS) policy applicable to all multiple award schedules. GSA expects to receive a discount equal to or better than your “most favored customer.” You may even want to compare the prices that you are offering the government to those of your competitors to determine if your prices are comparable and reasonable. (Check GSA Advantage! on <http://www.gsaadvantage.gov>, or existing schedules for current prices.) Submit your offer with your current commercial pricelist, discount schedule and, if required by the solicitation, supply references from satisfied customers.
5. Obtain a past performance evaluation (PPE) report on your firm by Open Ratings, Inc. The form is available in most solicitations and should be faxed to Open Ratings at (781) 742-6707 or emailed to [reports@openratings.com](mailto:reports@openratings.com). In the event that you are unable to locate this order form, a copy can be obtained by contacting Open Ratings at (617) 232-9660 or Dun & Bradstreet at (703) 807-5062. Open Ratings requests that you provide 20 references to be surveyed to ensure the timely completion of your PPE. Initiating your report requires a minimum of six submitted references, three of which must be surveyed to complete the report. Questions regarding the PPE service may be directed to Open Ratings at (617) 232-9660.
6. Submit your offer to the address listed in the solicitation. After your offer (with attachments) has been received in the acquisition center, a contracting officer will contact you to begin negotiations.
7. Be ready to negotiate your best offer. For more information on FSS activities, visit the FSS website at <http://www.fss.gsa.gov>; call (703) 305-6477 or (888)-FSS-0070 or write to the:

GSA/FSS, Information Center (FMLI)  
1941 Jefferson Davis Highway  
Lobby Level Room 104  
Washington, DC 20406

## **2. Collaborative Research and Development Agreements (CRADA)**

A CRADA is not an acquisition instrument (such as grants, contracts, and cooperative agreements), memorandum of agreement or a memorandum of understanding.

A CRADA is an agreement exempt from FAR and DFAR. Although locally reviewed and approved, agency level oversight is possible. Under a CRADA, the Government may, for the purposes of joint research, development, engineering, and testing but not manufacture, give to a nonfederal government organization (public or private) the use of federal personnel, materials, intellectual property, facilities and equipment, but not money.

Your small business may give to the federal agency the use of personnel, material, intellectual property, facilities, equipment, and money. The money, which is retained locally, may only be used for additional research and development, training, and activities that foster technology transfer. These agreements are usually made for five years but have sometimes been approved for 20 years and are terminable at will. They can be used as a precursor to other agreements. These agreements cannot be used to circumvent the procurement code or to allow competition with private sector organizations.

It is a felony for federal employees to disclose proprietary information (US Code Title 18, Chapter 93, Section 1905). Therefore, any proprietary information provided to a federal employee is protected from disclosure provided that the disclosing party clearly indicates what is proprietary. This federal law only addresses federal employees.

Proprietary information in a CRADA – e.g., trade secrets, commercial or financial information that is obtained in the conduct of research or as a result of activities addressed in the Technology Transfer Act, originating from a nonfederal party participating in a CRADA – can never be disclosed unless the information becomes public knowledge.

Data (subject data) developed as a result of the research conducted under a CRADA is proprietary for five years from the time derived unless both parties agree to publish or disclose the subject data.

Remember, the rules that govern a CRADA are as follows:

- There must be one or more federal parties
- There must be one or more nonfederal parties
- Resources under the CRADA must be used for research and development
- Funds can flow to the federal party but not from the federal party
- Research and development conducted under the CRADA must be consistent with the mission of the federal laboratory
- Preference is given to small businesses
- Preference is given to businesses that agree to manufacture CRADA inventions substantially in the United States
- Foreign partners are allowed to enter CRADAs on condition that the partner's country allows U.S. entities to enter into R & D agreements and that the foreign partner is not part of the foreign government (in which case the partnership is covered by an International Agreement)

### ***Additional Information***

Please refer to Section XII: Appendix A for “CRADA” in the Table of Contents.



- CRADAs with foreign partners must be approved by the Office of the U.S. Trade Representative in the Department of Commerce
- Export Administration Regulations further restrict CRADAs by controlling materials that can be shipped to a foreign government, regardless of the status of the foreign partner
- Intellectual property rights in existence prior to collaboration are retained by the owner of those rights, while any rights to intellectual property newly created under the CRADA (called subject inventions) are negotiated on a case-by-case basis.

### ***3. Patent License Agreements (PLA)***

A PLA is an agreement between a federal laboratory and a nonfederal organization. The PLA agreement allows a nonfederal organization to enter into an agreement (exclusive, partially exclusive, or nonexclusive license) for the use of federal government-owned or assigned patent applications, patents, or other intellectual property (e.g., software, copyrights, etc).

A PLA offers you access to intellectual property already developed by a federal laboratory. This access will save you the expense and time doing the developmental research yourself. This approach frees your resources so they can be used to apply the federal government's intellectual property for your own commercial purposes.

The terms of the license follow commercial practice and can include initial payments, progress payments, running royalties, minimum royalties and pass-through royalties on sublicense income. Performance milestones are often required. Federal patent licenses are often limited to specific fields of protection.

In regard to royalties, your company should be prepared to negotiate the royalty rate. However, some agencies have standard royalty provisions. For example, U.S. Army Medical Research and Materiel Command (USAMRMC) provides that the inventor receive the first \$2,000 and 20 percent thereafter up to \$150,000/year of any royalties/payments resulting from commercial licensure. The USAMRMC laboratory receives the residual income, which can be used by the Commander to do any of the following:

- Reward laboratory employees, including inventors of technology regardless of whether it has commercial application
- Fund research projects within the institute
- Further scientific exchange among laboratories
- Educate and train laboratory employees
- Pay the expenses incidental to the administration and licensing of inventions
- Support technology transfer marketing activities.

Occasionally, federal laboratories will protect the federal patent in foreign jurisdictions but this is most often accomplished by the licensee. Locally reviewed and approved, the funds received from a patent license agreement are shared with the inventor and the laboratory where the invention was made.

### ***4. Test Service Agreements (TSA)***

A TSA is a technology transfer mechanism that enables federal laboratories to perform work for hire. Title 10 U.S. Code 2539(b) authorizes federal laboratory directors and commanders to

make testing services available to private industry. Under a TSA, a federal laboratory performs a test or technical service for a fee. The fee must cover all direct and indirect costs. Materials, processes, equipment, models, devices, computer software, etc., may all be tested.

Unlike a CRADA, the TSA is not a joint R&D effort. All inventions and data belong to the TSA partner; for some companies, this type of agreement may be more appealing than the CRADA. TSAs must involve some unique government capability and no “undue competition” with the private sector. A simple statement in a cover letter, written by the recipient of the services, serves as a certification that the conditions are met. A TSA requires minimal effort to execute and can be enacted in a reasonably short time. Because a TSA is an abbreviated agreement it typically consists of several pages and a cover letter.

### **5. *Material Transfer Agreement (MTA)***

MTA is utilized when any proprietary material is exchanged, and when the receiving party intends to use it for his/her own research purposes. Neither rights in intellectual property nor rights for commercial purposes may be granted under this agreement. MTAs define the terms and conditions under which the recipients of materials, provided by either the government or the other party, may use the materials. Included in the MTA are the requirements that the materials be used for research purposes only and that the materials cannot be used in human testing. Federal agencies require that all materials received by their scientists originating from humans be collected under 45 CFR 46, Protection of Human Subjects.

### **6. *Grants***

A grant is a legal instrument used to enter into a relationship, the principal purpose of which is to transfer a thing of value to the recipient to carry out a public purpose of support or stimulation authorized by a law of the United States, rather than to acquire property or services for the Department of Defense's direct benefit or use. Further, it is a relationship in which substantial involvement is not expected between the Department of Defense and the recipient when carrying out the activity contemplated by the grant.

### **7. *Cooperative Agreements***

A cooperative agreement is a legal instrument used to enter into the same kind of relationship as a grant except that substantial involvement is expected between the Department of Defense and the recipient when carrying out the activity contemplated by the cooperative agreement. The term does not include “cooperative research and development agreements” as defined in 15 U.S.C. §3710a.

#### ***Additional Information***

Please refer to Section XII: Appendix A for “Cooperative Agreements” in the Table of Contents.

## VII. HOW TO PREPARE A PROPOSAL

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Solicitations consist of standardized forms that must be completed, as well as an explanation of your plan for solving the stated problem and meeting the requirements. Your proposal must include all requested, relevant, supporting documentation. In addition, your proposal must be easy to understand, concise, and complete.

### A. WHAT YOU'LL FIND IN AN RFP

Most solicitations will be in the form of an RFP (Request for Proposal). Most RFPs are available in an electronic format and can be downloaded. Although there are standard sections in any RFP, the most important are: Section C – the statement of work; Section L – proposal preparation instructions; and Section M – the evaluation criteria. Be sure to analyze these sections carefully.

The standard sections of an RFP are:

**Section A - Solicitation/Contract Form.** This section identifies the title of the procurement, procurement number, point of contact (POC), how to acknowledge amendments and how to indicate “No Response” if you decide not to bid. Section A often appears as a one-page form.

**Section B - Supplies or Services and Prices/Cost.** This section provides a listing of all supplies, data and services to be acquired. This section also provides pricing information, identifies the type of contract, identifies Contract Line Item Numbers, (CLINs), and Subline Items Numbers (SLINs) that identify billable items, describes period of performance, identifies option periods, if any, and provides cost and pricing guidelines.

**Section C - Description/Specification/Statement of Work.** This section describes what the Government wants you to do or supply. Outside of your pricing, most of your proposal will be responding to this section, telling them how you will deliver what they need. Sometimes this section is contained in a separate appendix, and is frequently associated with other appendices in Section J with other details to enable the bidder to understand the nature and scope of the tasks requested in Section C.

**Section D - Packaging and Marking.** This section defines how all contract deliverables such as reports and material will be packaged and shipped. This information is important as these instructions may affect costs and raise logistics issues.

**Section E - Inspection and Acceptance.** This section describes the process by which the Government will officially accept deliverables and what to do if the work is not accepted. This process can also affect costs and identifies tasks you must be prepared to undertake.

**Section F - Deliveries or Performance.** This section defines how the Government Contracting Officer will control the work performed and how you will deliver certain contract items by describing the time, place and method for delivering the procured line items, subline items and services.

**Section G - Contract Administration Data.** This section describes how the Government Contracting Officer and your firm will interact and how information will be exchanged in administration of the contract to ensure both performance and prompt payment.

**Section H - Special Contract Requirements.** This section contains a range of special contract requirements important to this particular procurement, such as procedures for managing changes to the original terms of the contract, government furnished equipment (GFE) requirements, and government furnished property (GFP) requirements.

**Section I - Contract Clauses.** This section identifies the contract clauses incorporated by reference in the RFP. These clauses will be incorporated into the contract. Although this section does not require a separate response, its terms will be binding. The appropriate regulation clauses from the FAR, DFARS, will be selected and inserted into this section.

**Section J - List of Attachments.** This section lists the appendices to the RFP. These attachments can cover a wide range of subjects ranging from technical specifications through lists of GFE, and is generally used to provide data you need in order to respond to the Statement of Work. The list of attachments will include a title, date, and number of pages for each. Documents that might be identified in Section J include:

- Specification
- Statement Of Work
- Statement Of Objectives
- Training Systems Requirements Document
- Training System Functional Description
- List Of Addressees For Contracts Data Requirements List (CDRL) Exhibits
- DD Form 254, Contract Security Classification Specification.

Discussion of these documents can be found in the [Acquisition Packages](http://www.ntsc.navy.mil/Resources/Library/Acqguide/acqpack.htm) section available at <http://www.ntsc.navy.mil/Resources/Library/Acqguide/acqpack.htm>.

**Section K - Representations, Certifications and Other Statements of Offerors.** This section contains information that you must certify to bid on this contract, such as certification that you have acted according to procurement integrity regulations, your taxpayer identification, the status of personnel, ownership of your firm, type of business organization, authorized negotiators that your facilities are not segregated, that you comply with affirmative action guidelines, whether you qualify as a small business, disadvantaged business, and/or women owned business, etc.

**Section L - Instructions, Conditions, and Notices to Offerors or Respondents.** This section provides instructions for preparing your proposal. These instructions may include any formatting requirements, how the material should be organized or outlined, how to submit questions regarding the RFP or procurement, how the proposal is to be delivered, and sometimes notices, conditions, or other instructions. For example, the instructions may specify further organization of proposal or response parts, such as:

- Administrative
- Management
- Technical

- Logistics
- Past performance
- Cost or pricing data (see Table 15-2 of FAR 15.408), or information other than cost or pricing data.

**Section M - Evaluation Factors for Award.** This section defines the factors, sub-factors, and elements that the government uses to “grade” the proposal. The government grades proposals and then considers cost to determine who wins the award and gets the contract.

## **B. RESPONDING TO A SOLICITATION**

Your response to a government solicitation to provide the products or services is called an “offer.” There are two types of offers: bids and proposals. Bids are used in sealed bidding purchases, while proposals involve awards to be made following negotiations. The type of bid or proposal you will develop and submit to the agency will depend on the type of solicitation the agency published.

Bids and proposals always should be prepared with utmost care. Contracts awarded on erroneous offers may result in serious financial loss or other difficulty for the bidder. Before preparing an offer, you should carefully study the specifications to ensure that your company can meet all the requirements. Particular attention should be given to the instructions to offerors, and to the conditions of purchase, delivery and payment.

When determining the amount of the offer, you should be especially careful to include all costs of material, labor, overhead, packaging, and transportation. Also, you should be sure to comply with such important provisions of the solicitation as submitting the required number of copies, mailing the offer in sufficient time to reach the purchasing office before the closing date, and properly tagging, marking, and mailing any required samples well in advance of the opening date.

If you want to change or withdraw a bid, you may send a letter to the purchasing office. However, the notification must reach the office prior to the time set for the bid opening. When preparing a proposal on a negotiated procurement, the same care should be taken as with a sealed bid. However, because the negotiated purchase procedure is more flexible than the sealed bid procedure, there is greater opportunity to seek modification of specifications, conditions of purchase, or delivery and payment. If the contracting officer decides to negotiate on your company’s proposal, a complete cost analysis may be required. Therefore, your company should be prepared to support the quotation with facts and figures.

## **C. ORGANIZING YOUR PROPOSAL**

Your proposal must demonstrate that:

- You understand the agency’s need
- You understand the product or service requirements
- Your proposed solution meets (or exceeds) the requirements, is appropriate to the problem, is viable, is without great risk of failure, and is reasonably priced.

In addition, you may be asked to include:

- Relevant product samples

- Resumes of key personnel
- Management plans
- Other documents that demonstrate your company's capability to fulfill the requirements.

These requirements illustrate why it is important that you have a capabilities statement completed!

Most proposals are divided into three sections: (1) technical, (2) price, and (3) past experience.

The technical proposal will consist of how you will respond to the scope of work. The price proposal includes your estimated cost, the number of employees who will perform the work, and the time it will take to complete the project. The past experience section includes a list of pertinent projects, contacts and clients.

You may include any documentation you think strengthens your proposal; all supporting documentation that is requested in the RFP must be submitted to be considered for the contract award. Regardless of the type of offer you are preparing, there are certain guidelines that you should follow:

- Make sure that the products and services you are offering fulfill the needs (meet the requirements, as stated in the solicitation)
- Make sure that you complete and submit all of the appropriate standardized forms
- Make sure that your offer is clear, concise, and understandable
- Make sure that your pricing makes sense for you and the government.

Also, if there is a page limit, be sure you do not exceed it. (Sometimes attachments like resumes are not included in the limit.) Remember, the contract is awarded to the vendor whose proposal achieves the highest "score" in the evaluation. The award decision is fully documented to withstand public scrutiny and a possible formal, legal protest from a losing vendor.

It is also important, both in the technical proposal and in the past experience section, that you stress certain "win" themes, such as:

- Your firm has experience supporting the requesting agency or similar work
- Your firm has successfully performed on a project of similar work scope and complexity
- Your firm has credentialed staff or has access to required personnel that can be directed to this project
- Your firm has work facilities in close proximity to project work site.

#### **D. FORMS YOU MIGHT ENCOUNTER IN SEALED BIDS**

Among the forms that you might be required to submit in a sealed bid are:

**Standard Form 33, Solicitation, Offer, and Award.** The government uses this form to solicit offers and award the contract. The bidder completes and signs the form, which constitutes the bid. Upon acceptance of the bid (award), the government signs the same document, establishing a binding contract.

**Standard Form 30, Amendment of Solicitation/Modification of Contract.** The government uses this form to amend (change the requirements of) the solicitation before it closes or to modify the contract once it has been awarded. The government completes and sends the form to the bidder or contractor for signature.

**Standard Form 1149, Solicitation/Contract/Order for Commercial Items.** The government uses this form to buy, ship, and receive commercial items when using simplified acquisition procedures.

Responses to sealed bids will consist of the forms provided in the bid package that you have completed.

## **E. FORMS YOU MIGHT ENCOUNTER IN RFQ**

Among the forms that you might be required to submit in response to an RFQ are:

**Standard Form 18, Request for Quotation.** The government uses this form to obtain company information and the quote.

**Standard Form 26, Award/Contract.** The government uses this form to specify the contract conditions if a contract is awarded.

**Standard Form 44, Purchase Order-Invoice-Voucher.** The government uses this form for on the spot, over-the-counter supplies and services where the supplies or services are immediately available, and one delivery/one payment will be made.

An RFQ may require the submission of a proposal.

It should be noted that there is a paperless contracting DoD-wide application designed to eliminate paper from the receipts and acceptance process of the DoD contracting lifecycle. This is called the Wide Area Work Flow – Receipts and Acceptance (WAWF-RA). The goal is to enable authorized defense contractors and DoD personnel the ability to create invoices, receive reports and access contract related documents. See

<http://www.dfas.mil.contractorpay/electroniccommerce/ECToolBox.html>

There is also a government initiative called Online Representations and Certifications (ORCA), which was designed by the Integrated Acquisition Environment (IAE) to replace the paper-based Representations and Certifications process. You can register on the website: <http://orca.bpn.gov>.

## VIII. HOW TO PRICE A RESPONSE

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Make sure that your pricing makes sense for you and the government. Carefully consider your pricing as you will be held to it if you are awarded the contract.

You should identify and estimate every cost such as direct labor, fringe benefits, materials and services, overhead, royalties and travel. In addition, you should research past historic costs for similar contracts to get an idea of your projected costs.

Your cost strategy should be based upon information provided by the federal agency and your competition, as well as your company's goals. You should always research the agency in order to obtain information about the agency's budget and target price.

Make sure you accurately calculate your figures in order to avoid mathematical errors. You do not want to lose a contract because your bid was too high or be hit with a substantial loss because you miscalculated your bid. Make sure your budget analysis is clear, concise and easy to understand.

Consider the following when you establish your price:

- Your fully loaded costs to provide the products and services
- What your competitors might bid to provide the same products or services
- A reasonable profit.

If your response involves either service or construction workers, be careful to adhere to the wage determinations established, often on an area or regional basis, for certain categories of workers. Federal contracting officers must make sure that all pertinent contracts adhere to these rates – whether covered by the Service Contract Act or the Davis-Bacon Act. These rates also specify fringe benefit rates for each classification of worker.

Wage determinations change frequently, so it is best to go online to the U. S. Department of Labor's website (<http://www.dol.gov/>) and follow the link to the Wage and Hour Division. From there you can find the rates for the region or area where the workers will be.

It is extremely important to follow and conform to the various regulations affecting the proper pricing of proposals and preparations of bids. Such contract pricing regulations (mostly contained in the Service Contract Act and its regulations) are contained in the CD ROM at the back of this booklet.

### ***Additional Information***

Please refer to Section XII: Appendix A for "How to Price a Response" in the Table



## **IX. HOW TO USE MARYLAND'S RESOURCES TO YOUR ADVANTAGE**

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There are a number of resources in Maryland that can assist you in doing business with federal facilities.

### **A. MARYLAND DEPARTMENT OF BUSINESS AND ECONOMIC DEVELOPMENT (DBED)**

DBED provides assistance to small businesses to ensure their success, including information on financing, workforce training, exporting, trade and small and minority business assistance. DBED is composed of a number of divisions and offices. To access information about the divisions within DBED, visit

<http://www.choosemaryland.org/AboutDBED/Divisions/DivisionsIndex.html>.

DBED also provides contracting opportunities which are scheduled by the Office of Fair Practices and Procurement and are updated regularly. For information about current DBED procurement opportunities, visit

<http://www.choosemaryland.org/AboutDBED/statecontracting/DBEDProcurementOpportunities.html>. The DBED Office of Fair Practices & Procurement may be contacted at the following: (410) 767-6469 or (888) ChooseMD; fax: (410) 333-829.

DBED has an extensive list of both grant and loan programs that can be used to assist businesses and local communities. The CD ROM contains the department's description of these programs (see Maryland Financial Assistance Programs in the CD ROM Table of Contents). Note that assistance is available through the department to help applicants prepare the appropriate forms and back-up.

In anticipation of BRAC, Maryland created seven military alliances associated with the major installations. Information on the alliances and contacts can be found at

<http://www.choosemaryland.org>.

### **B. MARYLAND GOVERNOR'S OFFICE OF MINORITY AFFAIRS (GOMA)**

GOMA is responsible for facilitating minority business enterprise activities through coordinating and promoting government programs aimed at strengthening and preserving the State's 200,000 minority business enterprises. GOMA is also responsible for overseeing the work of the state agencies as they plan and implement projects that are intended to overcome special problems related to minority business enterprise participation initiatives. GOMA also has a designated role in BRAC-related opportunities. GOMA representatives may be reached at (410) 767-8232.

### **C. SBA – MARYLAND DISTRICT OFFICE**

The Maryland District Office provides assistance to small businesses. Counseling is offered in the areas of finance, management, technology and procurement.

If you need assistance, please contact:

Maryland District Office  
City Crescent Building, 6th Floor

10 South Howard Street  
Baltimore, Maryland 21201  
(410) 962-4392; fax: (410) 962-1805

The Maryland District Office does not serve Montgomery and Prince George's counties. For more information on the Montgomery and Prince George's counties' offices, please contact:

Washington Metropolitan Area District Office  
740 15<sup>th</sup> Street NW, Suite 300  
Washington, D.C. 20005-3544  
(202) 272-0345  
<http://www.sba.gov/dc/>

#### **D. MARYLAND SMALL BUSINESS DEVELOPMENT CENTER (SBDC) NETWORK**

The SBDC provides consulting services and training programs to current and prospective small business owners in Maryland. SBDC has a specialized procurement program, the Procurement Technical Assistance Program (PTAP), designed to help small businesses sell products and services to federal, state and local agencies at no cost to small business owners. This program, funded by the Defense Logistics Agency and DBED, assists you to identify, obtain and perform successfully on federal, state and local government contracts. Small businesses (as defined by the SBA) that have a product or service needed by a government agency are welcome to apply for these services.

PTAP's Procurement Technical Assistance Center (PTAC) provides marketing, contractual and technical assistance to Maryland small business owners who are interested in marketing their products and services to federal, state and local government agencies. PTAC trains businesses on how to do business and solve problems with government agencies through workshops and individual one-on-one counseling sessions. Since 2003, Maryland businesses have continued to receive more than \$65 million in government prime and subcontract awards as a direct result of the assistance provided by the center, and approximately 2,000 jobs have been created.

Any small business may receive PTAC services provided it have a product or service that has reasonable expectation of being procured under government contract or purchase order. Owners of businesses eligible for these services may invite consultants or manufacturer's representatives to attend counseling sessions with them. The cost is free. Below is a list of services that PTAC provides:

- Access to library of federal, state, and local procurement resources
- Assistance in obtaining solicitations, references, specifications, and drawings from buying offices
- Assistance with preparation of bidders mailing list applications
- Assistance with registrations and certifications
- Assistance with solicitation interpretation and bid package preparation
- Automated bid matching from hundreds of buying offices, tailored to individual client specifications
- Help in locating subcontracting opportunities

- Information on federal/state/local procurement actions
- Market research to locate government agencies who buy your product or services
- Pre/post award contract assistance
- Referrals to other assistance activities where appropriate
- Workshops/seminars on a variety of contracting topics.

Below is a list of SBDC contacts.

#### Western Region

(Serving Garrett, Allegany, Washington, and Frederick Counties)

14701 National Highway, Suite 1

LaVale, MD 21502

(301) 687-1008

<http://www.sbdc-wmd.com>

#### Central Region

(Serving Baltimore, Baltimore City, Howard and Anne Arundel Counties)

8000 York Road (mailing address)

7801 York Road, Terrace Dale Building (office address)

Towson, MD 21252-0001

(410) 704-5001

<http://www.towson.edu/sbdc>

#### Northern Region

(Serving Carroll, Harford and Cecil Counties)

401 Thomas Run Road

Bel Air, MD 21015-1698

(410) 836-4237 ext.7

<http://www.harford.edu/sbdc>

#### Capital Region

(Serving Montgomery and Prince George's Counties)

7100 Baltimore Avenue, Suite 400

College Park, MD 20740

(301) 403-0501

<http://www.capitalregionsbdc.umd.edu>

#### Southern Region

(Serving Charles, Calvert, St. Mary's and Cecil Counties)

College of Southern Maryland

8730 Mitchell Road

PO Box 910

La Plata, MD 20646-0910

(301) 934-7583

<http://www.sbdchelp.com>

#### Eastern Region

(Serving Kent, Queen Anne's, Caroline, Talbot, Dorchester, Wicomico, Somerset and Worcester Counties)

Franklin P. Perdue School of Business

Salisbury University PP171

1101 Camden Avenue

Salisbury, MD 21801

(301) 548-4419

<http://www.salisbury.edu/community/sbdc>

To learn more about SBDC, visit <http://www.mdsbdc.umd.edu> or contact:

PTAC

7100 Baltimore Avenue

Suite 402

College Park, MD 20740

(301) 403-2740; fax: (301) 403-2743

## **E. STATE OF MARYLAND SMALL BUSINESS RESERVE PROGRAM**

The State of Maryland Small Business Reserve Program is committed to the growth and success of small businesses. A small business in the state of Maryland is a business, other than a broker, that meets the following criteria:

- The business is independently owned and operated
- The business is not a subsidiary of another business
- The business is not dominant in its field of operation
- The wholesale operations of the business did not employ more than 50 persons, and the gross sales of the business did not exceed an average of \$2,000,000 in its most recently completed three fiscal years
- The retail operations of the business did not employ more than 25 persons, and the gross sales of the business did not exceed an average of \$2,000,000 in its most recently completed three fiscal years
- The manufacturing operations of the business did not employ more than 100 persons, and the gross sales of the business did not exceed an average of \$2,000,000 in its most recently completed three fiscal years
- The service operations of the business did not employ more than 100 persons, and the gross sales of the business did not exceed an average of \$2,000,000 in its most recently completed three fiscal years
- The construction operations of the business did not employ more than 50 persons, and the gross sales of the business did not exceed an average of \$7,000,000 in its most recently completed three fiscal years.

*Note: If a business has not existed for three years, the gross sales average is computed for the period of the business's existence. For newly-formed businesses, the determination will be based upon employment levels and projected gross sales.*

Small business will be able to bid for State contracts without competing with larger, more established companies. The designated agencies and departments below will be required to award a minimum of 10 percent of their units' total dollar value of goods, supplies, services,

maintenance, construction, construction-related, architectural service and engineering service contracts to small businesses:

- Department of Budget and Management
- Department of Business and Economic Development
- Department of Education
- Department of the Environment
- Department of General Services
- Department of Health and Mental Hygiene
- Department of Housing and Community Development
- Department of Human Resources
- Department of Juvenile Services
- Department of Labor, Licensing, and Regulation
- Department of Natural Resources
- Department of State Police
- Department of Public Safety and Correctional Services
- Department of Transportation
- Maryland Insurance Administration
- Maryland Port Administration
- Maryland Stadium Authority
- Morgan State University
- State Lottery Agency
- State Retirement Agency
- State Treasurer
- University System of Maryland.

The websites for these 22 agencies can be accessed through <http://www.maryland.gov> using the Agency Index drop down list.

The reserve does not apply to procurements that are subject to existing preferences for State Use Industries, Blind Industries and Services of Maryland, and sheltered workshops, and to procurements for which this program would represent a violation of federal law. If you are interested in registering with the Small Business Reserve Program, you may apply online at <https://www.smallbusinessreserve.maryland.gov/registration/>. For more information about the Small Business Reserve Program, please contact:

Small Business Reserve Program  
Department of General Services  
301 W. Preston Street  
Room M-3  
Baltimore, Maryland 21201  
(410) 767-4270  
[sbadmin@dgs.state.md.us](mailto:sbadmin@dgs.state.md.us)

## **F. MARYLAND TECHNOLOGY DEVELOPMENT CORPORATION (TEDCO)**

The purpose of TEDCO is to facilitate the creation of businesses and foster their growth in all regions of Maryland through the commercialization of technology. TEDCO offers funding opportunities, rural and entrepreneurial business assistance, federal laboratory opportunities, and business incubation. TEDCO supports the incubators and their companies through programs that include the Incubator Company of the Year Awards, the Working Capital Loan Fund and participation in the Maryland Business Incubation Association. Research studies on incubation issues are additional resources that TEDCO offers and makes available.

### **1. Business Incubators**

Business incubation is a business support process that accelerates the successful development of start-up and fledgling companies by providing entrepreneurs with an array of targeted resources and services. These services are usually developed or orchestrated by incubator management and offered both in the business incubator and through its network of contacts. A business incubator's main goal is to produce successful firms that will leave the program financially viable and freestanding. These incubator graduates have the potential to create jobs, revitalize neighborhoods, commercialize new technologies, and strengthen local and national economies.

The National Business Incubation Association (NBIA) is the world's leading organization advancing business incubation and entrepreneurship. NBIA provides thousands of professionals with the information, education, advocacy and networking resources to bring excellence to the process of assisting early-stage companies worldwide. The Maryland Business Incubation Association (MBIA) is an association of business incubator managers dedicated to sharing resources, information, and best practices among the members with the overall goal of promoting business incubation excellence within all Maryland's incubators.

The following are the current technology related incubators in Maryland (see [http://www.marylandtedco.org/\\_media/pdf/IncubatormapApril2006.pdf](http://www.marylandtedco.org/_media/pdf/IncubatormapApril2006.pdf)):

#### **Technical Innovation Center**

Hagerstown Community College  
11400 Robinwood Drive  
Hagerstown, MD 21742-6590  
(301) 790-2800, ext. 399  
Chris Marschner  
[marschnerc@hagerstowncc.edu](mailto:marschnerc@hagerstowncc.edu)

#### ***bwtech@UMBC***

1450 South Rolling Road  
Baltimore, MD 21227  
(410) 455-5900  
Ellen Hemmerly  
[hemmerly@umbc.edu](mailto:hemmerly@umbc.edu)

#### **Frederick Innovative Technology Center (2 locations)**

(301) 694-2999

Michael Dailey  
[mdailey@fitci.org](mailto:mdailey@fitci.org)

Frederick innovative Technology Center @ Hood  
401 Rosemont Avenue  
Frederick, MD 21701

Frederick Innovative Technology Center @ Monocacy  
4539 Metropolitan Court  
Frederick, MD 21704

**Montgomery County Incubators (4 locations)**

Shady Grove Innovation Center  
9700 Great Seneca Highway  
Rockville, MD 20850  
(240) 453-6348  
Ruth Semple  
[ruth.semple@montgomerycountymd.gov](mailto:ruth.semple@montgomerycountymd.gov)

Silver Spring Innovation Center  
8070 Georgia Avenue  
Silver Spring, MD 20910  
(240) 453-6348  
Steve Kapani  
[steve.kapani@montgomerycountymd.gov](mailto:steve.kapani@montgomerycountymd.gov)

Wheaton Business Innovation Center  
11002 Viers Mill Road, Suite 700  
Wheaton, MD 20902  
(301) 942-4495  
Lori Gillen  
[Lori.gillen@montgomerycountymd.gov](mailto:Lori.gillen@montgomerycountymd.gov)

Rockville Innovation Center  
155 Gibbs Street  
Rockville, MD 20850  
Noune Sekhpossian  
[Noune.sekhpossian@montgomerycountymd.gov](mailto:Noune.sekhpossian@montgomerycountymd.gov)

**Prince George's County - Technology Assistance Center**  
1100 Mercantile Lane, Suite 115A  
Largo, MD 20774  
(301) 583-4650

Charlotte Ducksworth  
[CHDucksworth@co.pg.md.us](mailto:CHDucksworth@co.pg.md.us)

**Chesapeake Innovation Center**

175 Admiral Cochrane Drive  
Annapolis, MD 21401  
(410) 224-2030  
Sarah Djamshidi  
[sdjamshidi@cic-tech.org](mailto:sdjamshidi@cic-tech.org)

**Higher Education and Applied Technology Center**

1201 Technology Drive  
Aberdeen, MD 21001  
(410) 638-3059  
Denise Carnaggio  
[dbcarnaggio@co.ha.md.us](mailto:dbcarnaggio@co.ha.md.us)

**Garrett Information Enterprise Center**

685 Mosser Road  
McHenry, MD 21541  
(301) 387-3167  
Lydia Reiser  
[lreiser@garrettcollege.edu](mailto:lreiser@garrettcollege.edu)

**Neotech Incubator**

Howard County Economic Development Authority  
9250 Bendix Road  
Columbia, MD 21045  
(410) 313-6550  
Carol Morrison  
[cmorrison@hceda.org](mailto:cmorrison@hceda.org)

**Emerging Technology Center (2 locations)**

(410) 327-9150  
Ann Lansinger  
[annlansinger@etcbaltimore.com](mailto:annlansinger@etcbaltimore.com)

ETC@Canton  
2400 Boston Street, Suite 300  
Baltimore, MD 21224

**Technology Advancement Program**

University of Maryland College Park  
387 Technology Drive  
College Park, MD 20742-3371  
(301) 314-8121



Dean Chang  
[deanc@umd.edu](mailto:deanc@umd.edu)

**Tawes Science/Technology Incubator**

Frostburg State University  
101 Braddock Road  
Frostburg, MD 21532  
(301) 687-4120  
Joseph Hoffman  
[jhoffman@frostburg.edu](mailto:jhoffman@frostburg.edu)

**TowsonGlobal**

7801 York Road, Suite 342  
Towson, MD 21204  
(410) 769-6448  
Clay Hickson  
[chickson@towsonglobal.com](mailto:chickson@towsonglobal.com)

**UM-B BioInnovation Center**

801 West Baltimore Street  
Baltimore, MD 21201  
(443) 739-7549  
Catherine Vorwald  
[cvorwald@wexfordequities.com](mailto:cvorwald@wexfordequities.com)

For further information, please contact Heidi Sheppard at [hsheppard@marylandtedco.org](mailto:hsheppard@marylandtedco.org) or (410) 715-4173.

**2. *Funding Opportunities***

There are several funding opportunities available including:

- Aberdeen Technology Transfer Initiative (ATTI)
- Fort Detrick Technology Transfer Initiative (FDTTI)
- Maryland Technology Transfer Fund (MTTF)
- NAVAIR Technology Commercialization's Initiative (NTCI)
- University Technology Development Fund (UTDF)
- Working Capital Loan Fund (WCLF)
- J&J Investment Fund.

For more information on accessing TEDCO's Technology Resources, please visit <http://www.marylandtedco.org/techresources/index.cfm#mdtechscoop>.

**3. *Rural and Entrepreneurial Business Assistance***

The Maryland Technology Partnership for Innovation (MTPI) is a consortium of regional business schools, technology incubators, and economic development organizations in Baltimore

City, Prince George's County, and the Eastern Shore working to connect businesses to the technology resources found in the federal laboratories and provide specialized business development assistance. The MTPI is funded by the National Science Foundation and managed by Morgan State University and TEDCO. Specifically, the MTPI will use technology incubators and business schools to:

- Assist companies in attracting private capital
- Create collaboration strategies between businesses and federal laboratories
- Provide customized assistance
- Support new product creation.

Companies interested in the program must complete an application and submit it to an MTPI partner. Any of the MTPI partners can nominate a company. The review and selection process takes about one month from application to decision. Selected companies will receive:

- An in-depth business analysis
- Assistance in the development of a tailored mentoring agenda
- Assigned mentoring partners from the MTPI (e.g., business school grad students and Incubator staff).

MTPI partner contacts include:

Morgan State University  
(443) 885-4736

University of Baltimore  
Merrick School of Business  
(410) 837-5069  
Lanny Herron

University of Maryland Dingman Center for Entrepreneurship  
(301) 405-9513  
Rajesh Rai

Prince George's County Economic Development Corporation (PGCEDC)  
(301) 306-5681  
Bill Gardiner

Chesapeake Bay Region Technical Center of Excellence (TCE)  
(410) 829-6285  
Jan Willis

Baltimore Development Corporation's Emerging Technology Center (ETC)  
(410) 327-9150, ext. 1034  
John Fini

For more information on this program please contact Ms. Robbie Melton at [rmelton@marylandtedco.org](mailto:rmelton@marylandtedco.org) or (410) 715-4164.

#### ***4. The Maryland Rural Business Incubation Initiative (RBI)***

RBI is funded by a grant from the SBA and designed to enhance commercialization activities and provide technical and business assistance to early-stage technology companies in Southern Maryland and the Eastern Shore. Assistance to companies will be provided through TEDCO, the College of Southern Maryland (CSM) Entrepreneur and Leadership Center, and the University of Maryland Eastern Shore (UMES) Rural Development Center. Each organization provides resources, consulting services and technical management assistance.

Providing technical and general business assistance is a cornerstone of this program connecting companies to business resources and federal laboratory and university research opportunities. The RBI Initiative will achieve its goals through:

- Identifying companies seeking technologies to commercialize and facilitate collaborations with federal laboratories and universities in Maryland
- Identifying funding opportunities for early stage companies
- Providing general business assistance to incubation stage companies at **no cost** in:
  - Building a management team
  - Financing options
  - Human resource issues
  - Intellectual property strategy
  - Market channels
  - Organizational structure
  - SBIR and STTR proposal writing assistance
  - Technology commercialization strategy
- Supporting current and planned incubator facilities.

For more information on this program, please contact Ms. Robbie Melton at [rmelton@marylandtedco.org](mailto:rmelton@marylandtedco.org) or (410) 715-4164.

#### ***5. The Working Capital Loan Fund (WCLF)***

The WCLF provides loans to early stage technology-oriented companies located in the City of Baltimore and Allegany, Garrett, Washington, Caroline, Dorchester, Somerset, Talbot, and Worcester counties. Loans between the amounts of \$15,000 and \$50,000 are available to be used for working capital in order to assist a company with expansion, market entry, or other initiatives.

Funds for this program have been provided by the U.S. Department of Commerce, Economic Development Administration and TEDCO. Loan servicing is provided by Harvest Bank of Maryland. Loan terms and fees include:

- Rates are at or below market rate
- A nonrefundable application fee of \$150

- Loan term of three to five years, with a minimum term of six months
- Personal guarantees satisfactory to TEDCO for all principals in the company
- Company participation in a Maryland incubation program
- Matching funds may be required.

Completed applications received on the first of the month will be reviewed within 30 days. For further information, please contact Heidi Sheppard at [hsheppard@marylandtedco.org](mailto:hsheppard@marylandtedco.org) or (410) 715-4173.

## **X. HOW AND WHERE TO GET HELP**

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One of the challenges you will face is finding out who is buying what and when they are going to buy it. Finding opportunities will take some effort and creative thinking. Here are some ideas of where to start.

### **A. FedBizOpps**

You can locate contract opportunities by visiting <http://www.FedBizOpps.gov>. FedBizOpps is the single government point-of-entry (GPE) for federal government procurement opportunities over \$25,000. Government buyers are able to publicize their business opportunities by posting information directly to FedBizOpps via the Internet. Through this portal, commercial vendors seeking federal markets for their products and services can search, monitor and retrieve opportunities solicited by the entire federal contracting community. This site is available 24 hours a day, seven days a week.

### **B. SMALL BUSINESS SPECIALISTS AT FEDERAL AGENCIES**

Most federal agencies have an Office of Small and Disadvantaged Business Utilization (OSDBU) to assist them in meeting their small business goals. Once you have an idea which federal agencies are good candidates for your business, visit <http://www.osdbu.gov/>.

OSDBUs typically have extensive information online for potential contractors. They meet with SBA's Procurement Center Representatives to help them find procurement opportunities.

Most federal buying activities have small business advocates who can answer questions about upcoming opportunities and agency procurement practices. These people may be the best source for contact information for program managers who buy specific products or services. Many OSDBUs can provide contact information for these advocates.

### **C. CCR/PRO-NET**

As previously mentioned, PRO-Net is SBA's free online database of small businesses. PRO-Net is an excellent, free marketing tool for small businesses. Federal government contracting officers and prime contractors often search PRO-Net to locate small businesses to participate in contracts. (Note that Maryland provides a similar venue for small businesses where federal government contracting officers and prime contractors often search, <http://www.emarylandmarketplace.com>.) CCR is the single point of vendor registration.

Payment by any federal agency will be made through the information provided in CCR, so registration is required to be paid for the product and services you provide.

### **D. SPECIFIC FEDERAL AGENCIES**

It is always a good idea to explore the agency itself. Agency websites offer vast amounts of information about the agency including its mission, locations, programs and procurement activities, forecasts and lists of agency small business specialists.

### **E. GENERAL SERVICES ADMINISTRATION (GSA)**

GSA is the major civilian agency that buys products and services for the federal government. GSA manages the Federal Supply Schedules Program (FSS). FSS are indefinite quantity

contracts that allow federal agencies to order commercial products and services from approved vendors. Federal buyers can purchase a product or service by using the GSA schedule.

If you are interested in contracting with GSA, contact the GSA Office of Small Business Utilization or call the GSA Federal Consumer Information Center at (800) 688-9889.

For more information on the FSS program, visit <http://www.fss.gsa.gov>.

## **F. THE ACQUISITION FORECAST**

For complete information about the acquisition forecast, please visit [http://www.acqnet.gov/comp/procurement\\_forecasts/index.html](http://www.acqnet.gov/comp/procurement_forecasts/index.html).

## **G. SBIR ALERTING SERVICE**

Federal R&D funding is available to small businesses through the Small Business Innovative Research and Small Business Technology Research (SBIR/STTR) Programs. The **free**, award-winning SBIR/STTR Alerting Service delivers bi-weekly e-mail updates to subscribers nationwide about SBIR and STTR solicitation announcements, seminars and workshops, and proposal-writing tips. The SBIR-Alert service searches numerous federal websites and summarizes the latest information so you don't have to!

To subscribe to the SBIR-Alert mailing list: send an email to [lyris@lyris.pnl.gov](mailto:lyris@lyris.pnl.gov) with the following in the subject line or body of your message (your name is optional): subscribe sbir-alert first\_name last\_name (e.g., subscribe sbir-alert joe smith). Your subscription address is kept confidential and you may cancel at any time.

## **H. GRANTS.GOV**

Grants.gov allows organizations to electronically find and apply for more than \$400 billion in federal grants. Grants.gov is the single access point for over 1,000 grant programs offered by all federal grant-making agencies. The U.S. Department of Health and Human Services is proud to be the managing partner for Grants.gov, an initiative that is having an unparalleled impact on the grant community.

For additional information, visit <http://www.grants.gov>.

## **I. FEDERAL LABORATORY CONSORTIUM (FLC)**

FLC is a nationwide network of federal laboratories that provides the forum to develop strategies and opportunities for linking the laboratory mission technologies and expertise with the marketplace. The mission of the FLC is to add value to the federal agencies, laboratories and their partners to accomplish the rapid integration of research and development resources within the mainstream of the U.S. economy.

The Mid-Atlantic Region of the FLC comprises over 70 federal laboratories and agencies. The Mid-Atlantic Region focuses on federal R&D assets. Areas served include Maryland.

For additional information, visit

<http://www.federallabs.org/servlet/FLCItemSectionListServlet?wSMID=30202&wRgn=National>.

## **J. THE SMALL BUSINESS GOVERNMENT-WIDE ACQUISITION CONTRACTS (GWAC)**

GWAC manages a diversified portfolio of 8(a) and HUB Zone small business set-aside contracts for information technology solutions. These contracts are precompeted, multiple award contracts with high-quality, small business industry partners. These small business firms specialize in providing innovative, information technology solutions to federal agencies worldwide.

Federal agencies may access these unique contract vehicles through a delegation of authority granted by the Small Business GWAC Center. Delegations are simple to obtain and may be granted after completing a brief training session on proper ordering procedures. Please contact the Small Business GWAC Center at (877) 327-8732 for information or to schedule training.

The Small Business GWAC Center manages two major small business set-aside contract vehicles - the 8(a) STARS and HUB Zone GWACs. In addition, efforts are underway to award two new GWACs - the Service-Disabled Veteran-Owned Business contract known as Veterans Technology Services, or VETS, and the Alliant Small Business Government-wide Acquisition Contract.

For additional information, visit

<http://www.gsa.gov/Portal/gsa/ep/channelView.do?pageTypeId=8199&channelPage=%252Fep%252Fchannel%252FgsaOverview.jsp&channelId=-13266>.

## **K. SMALL BUSINESS ASSOCIATIONS MATCHMAKING PROGRAM**

The U.S. Chamber of Commerce, Hewlett-Packard and the SBA are working together to help small businesses obtain more contracts from government and industry. For additional information about SBA's matchmaking program, visit

<http://www.sba.gov/businessop/index.html>.

## **L. FEDERAL PROCUREMENT DATA SYSTEM (FPDS)**

The Federal Procurement Data Center (FPDC), part of GSA, manages the Federal Procurement Data System – Next Generation (FPDS-NG) which is currently owned and operated by Global Computer Enterprises (GCE). FPDS-NG is the central repository of statistical information on federal contracting. The system currently collects detailed information on contract actions over \$2,500 and purchase card data on procurements of less than \$2,500.

For more information about FPDS, visit <https://fpds.gov>.

## **XI. HOW TO USE THE INTERNET TO GET HELP**

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The Internet offers many useful resources for small firms interested in accessing information about the many federal and state programs. Please utilize the following websites for information.

<http://www.sba.gov> to access the Small Business Administration website.

<http://www.sba.gov/size> to access the Table of Size Standards by NAICS.

<http://www.ccr.gov> to register with the Central Contractor Registration.

<http://www.census.gov/epcd/naics02/naicod02.htm> to access a complete list of NAIC codes.

<http://www.census.gov/naics> to search for NAICS industries on the U.S. Bureau of the Census website.

<http://www.census.gov/epcd/naics02/N02TOS87.HTM> to see 2002 NAICS matched to 1987 SIC codes.

<http://www.census.gov/epcd/naics02/S87TON02.HTM> to see 1987 SIC codes matched to 2002 NAIC codes.

<http://www.dlis.dla.mil/h2/> to access Federal Supply Codes.

<http://www.dnb.com/us/> to register your business and obtain a DUNS number.

[http://www.dnb.com/US/duns\\_update/index.html](http://www.dnb.com/US/duns_update/index.html) to access your DUNS number.

<http://pro-net.sba.gov/pro-net/register.html> to retrieve procurement information about small businesses.

<http://www.dlis.dla.mil/cageserv.asp> to view your CAGE code and search for active registrations.

[https://www.bpn.gov/bincs/begin\\_search.asp](https://www.bpn.gov/bincs/begin_search.asp) to access and search for CAGE codes.

<http://www.acquisition.gov/far/> to access the Federal Acquisition Regulations.

<http://cbdnet.gpo.gov> lists federal procurement information.

[http://www.dol.gov/esa/ofcp\\_org.htm](http://www.dol.gov/esa/ofcp_org.htm) for the U.S. Department of Labor's Employment Standards Administration's Office of Federal Contract Compliance Programs.

<http://www.acq.osd.mil/dpap/dars/dfars/index.htm> to access the Defense Federal Acquisition Regulations.

<http://www.gpoaccess.gov> to online the Code of Federal Regulations.

<http://www.choosemaryland.org/AboutDBED/Divisions/DivisionsIndex.html> to access information about the divisions within Maryland DBED.

<http://www.choosemaryland.org/AboutDBED/statecontracting/DBEDProcurementOpportunities.html> to access information about Maryland DBED procurement opportunities.



<http://www.sba.gov/dc/> to access the Local Small Business Administration's Washington Metropolitan Area District Office for Montgomery and Prince George's Counties.

To access online information about the Maryland Small Business Development Center offices nearest you, please visit:

<http://www.sbdc-wmd.com>

<http://www.towson.edu/sbdc>

<http://www.harford.edu/sbdc>

<http://www.capitalregionsbdc.umd.edu>

<http://www.sbdchelp.com>

<http://www.salisbury.edu/community/sbdc>.

<http://www.mdsbdc.umd.edu> to learn more about the Maryland Small Business Development Center Network.

<http://www.maryland.gov> to access online information about the Maryland Small Business Reserve Programs using the Agency Index drop down box.

<http://www.emarylandmarketplace.com> for information on procurement opportunities in Maryland.

<https://www.smallbusinessreserve.maryland.gov/index.cfm> to access information about the Small Business Reserve Program.

<http://www.marylandtedco.org/techresources/index.cfm#mdtechscoop> to access online information about Maryland TEDCO's Technology Resources.

<http://www.federallabs.org/labs/profile/?id=1311> to access online information about federal laboratory opportunities for Aberdeen Proving Ground.

<http://www.armyalliance.org> to access online information about procurement opportunities for the Army.

[http://www.marylandtedco.org/\\_media/pdf/tedcoprograms/ATTI\\_Guidelines.pdf](http://www.marylandtedco.org/_media/pdf/tedcoprograms/ATTI_Guidelines.pdf) to access the online application guidelines for the Aberdeen Technology Transfer Initiative.

<http://www.marylandtedco.org/tedcoprograms/linkstofederallabs.cfm> for links to federal laboratories.

[http://www.marylandtedco.org/\\_media/pdf/FedFundingmapApril2006.pdf](http://www.marylandtedco.org/_media/pdf/FedFundingmapApril2006.pdf) to access a list of Maryland federally-funded technology transfer and business incubation projects.

<http://www.nasa.gov/centers/goddard/home/index.html> to access online information of NASA technologies.

<http://www.fedbizopps.gov> to access online information about federal government procurement opportunities over \$25,000.

<http://www.osdbu.gov> to access online information about Federal OSDBU offices.

[http://www.acqnet.gov/comp/procurement\\_forecasts/index.html](http://www.acqnet.gov/comp/procurement_forecasts/index.html) to access online information about the acquisition forecast.

<http://www.grants.gov> to electronically find and apply for federal grants.

<http://www.sba.gov/services/contractingopportunities/register/matchmaking/index.html> to access information on SBA's matchmaking program.

<https://fpds.gov/> to access online information about federal contracting.

## **SECTION XII: APPENDIX A**

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The full contents of the Appendix to the Business Resource Guide may be found in a self-extracting zip file on the DBED website at <http://www.choosemaryland.org/businessmd/militaryaffairs/BRACStudy.html>. Once it is downloaded, opening the file will unzip the documents, which may be saved on your computer. The file is 38MB and may take several minutes to download.

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Martin O'Malley, Governor / Anthony G. Brown, Lt. Governor

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